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# S.T.A.R.T. Economic Development Local Leader's Guide

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## **Local Leader's Guide**

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Special Thanks To: **Robert F. Blair**, *Nebraska*  
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Produced by the Center for Applied Urban Research,  
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## **S.T.A.R.T. Economic Development**

### **Local Leader's Guide**

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# **Chapter One: Welcome to S.T.A.R.T.**

## **Economic Development**

"Unlike a charismatic leader who gets people to follow his or her vision, a catalytic leader is able to facilitate the development of a critical mass of diverse policy actors, motivated by a goal or vision that is created collectively among themselves."<sup>1</sup>

Congratulations on deciding to use S.T.A.R.T. Economic Development to help your community plan for local economic development. You and other community residents and leaders have already viewed the video, "S.T.A.R.T. Economic Development: Assessing Readiness." You have also talked about the kit and your needs with the University of Nebraska at Omaha. You and other leaders in your community have now concluded you are ready for the S.T.A.R.T. Economic Development process.

### **What S.T.A.R.T. Is**

S.T.A.R.T. is a self-help approach to strategic planning for community economic development. While an outside facilitator will attend the two strategic planning sessions and the third session (where you will discuss the action plan) you and a team of volunteers from your community are

primarily responsible for organizing the sessions and for providing leadership at those sessions. Those attending the planning sessions have probably been concerned for several years about economic activity in your community. Many participants will assume they understand what the problems are, and they will demand immediate solutions. As the local leader of the strategic planning process, you have the job of encouraging people to leave their preconceived ideas at the door. Rigorous analysis of current economic data, provided by S.T.A.R.T., will help you by revealing new ways of looking at old problems.

When you have completed S.T.A.R.T. Economic Development, you and your fellow community participants will have developed an action plan to guide local economic development. Once you have a plan, you will continue to take advantage of all opportunities for growth and business retention that come your way, but you will be able to see how unanticipated opportunities fit within a larger goal framework. Figure 1 presents part of one community's action plan. As you can see, your action plan will serve as a realistic and concrete guide for local efforts.

**Figure 1 - Part of An Action Plan Developed by Schuyler, Nebraska**

**Issue #3: Lack of Affordable Housing**

**Group Leader:** Alan Borchert  
Mary Peschel  
Larry Bazata  
Eric Stewart

This issue is tied to the previous strategy. Workers at the EXCEL plant are reported to have difficulty finding affordable rental housing. This may be a cause for the high turnover at EXCEL. Likewise, those who commute from out of town may have trouble justifying their drive to Schuyler given the wages at EXCEL. More affordable housing in Schuyler could help alleviate this problem. There is little consensus in the community about how this problem ought to be addressed, or if the shortage even exists. However, other communities in the state are facing similar housing issues, and have addressed the problem using a variety of creative approaches.

*Strategy 3A: Develop and Implement a Housing Assistance Plan*

**Action 3A-1:** Inventory existing housing stock. List number of houses by family size, owner-occupied versus rental, vacancies. Research ownership of vacant houses. Analyze rents to estimate income requirements.

**Action 3A-2:** Talk to employment managers to estimate number of employees looking for housing, their wages, and average turnover rates. Estimate need for low- and moderate-income housing. Information could be obtained by surveying Excel employees regarding their housing needs.

**Action 3A-3:** Establish a housing assistance goal of number of housing units for low and moderate income workers to be met through existing, rehabilitated, or newly constructed housing. Set a goal for affordable rental housing and "starter units" (homeowner).

**Action 3A-4:** Establish a Schuyler "Affordable Housing" study team to recommend modifications of the city's zoning and subdivision regulations that will reduce the cost of building new houses for ownership by moderate-income workers (U.S. Department of Housing and Urban Development criteria and guidelines established).

**Action 3A-5:** Arrange with the Nebraska Department of Economic Development for a day-long session with representatives from HUD, FmHA, SBA and others to discuss future housing programs.

## Who's Involved

As the local leader, you have an important role to play as the manager of your community's strategic planning process. Many tasks will need to be completed before, during and after the planning sessions. The key players and their roles are as follows:

- **A local resource team** of 6 to 10 volunteers (or staff loaned by various organizations) will be responsible for many tasks. You will have to recruit people with the appropriate skills and resources, then coordinate their assignments.
- **A local steering committee** of 25 to 30 representatives from the community will attend two six-hour planning sessions and a third session, lasting two to three hours, on the action plan. This larger committee will analyze external and internal trends, identify key issues, develop strategies for addressing those issues, and be the driving force behind the implementation of an action plan. You must make sure this steering committee is broadly representative of different sectors in the community: business, government, education, health care, and so forth.



**Figure 2 - Local Participants in  
S.T.A.R.T. Economic Development**

**Resource Team:** A group of 6-10 people who organize and plan for the strategic planning project. Members are drawn from key local organizations with staff and financial resources to support the local effort. Membership should be drawn from the chamber of commerce, local economic development group, school district, and city and county government. Resource team members' roles and necessary support information are outlined in Appendices A through G.

**Steering Committee:** A group of 25-30 persons representing diverse interests and groups in the community, including persons on the resource team. The steering committee is selected by the resource team and should comprise participants from the cooperative extension service, school district, hospital/nursing home and clergy, as well as other interested business and community members.

- **An outside facilitator** will attend the three sessions to provide expert guidance to the local steering committee as it works through the process. As the local leader, you can expect to be in regular contact with the facilitator. More importantly, you will be a constant reminder to steering committee members that the facilitator is someone to assist them with their work, but not a consultant to do their work for them.

## Using This Guide

The next chapter is an overview of the S.T.A.R.T. Economic Development process. It explains in detail the roles of the local leader, the local resource

team, the local steering committee, and the outside facilitator. Chapter 3 is a discussion of economic development and several broad issues that are likely to come up during the S.T.A.R.T. process.

In the back of this guide are several appendices. These contain detailed information on the tasks of each resource team member, the materials each member needs to fulfill his or her role, software disks and a software instruction manual, materials each steering committee member will need for the Day 1 and Day 2 sessions, and a discussion of what it takes to lead the S.T.A.R.T. Economic Development process. You will want to review these materials after you have familiarized yourself with the S.T.A.R.T. Economic Development process and the roles of yourself and your fellow participants.

**Figure 3 - Assistance Included with the  
S.T.A.R.T. Economic Development  
Self-Help Kit**

**Technical Assistance:** To help the local leader and resource team, technical assistance is available over the telephone. Just call the Center for Applied Urban Research at 800/227-4533.

**Expert Facilitator:** A facilitator will attend each of the three strategic planning sessions, which form the heart of the S.T.A.R.T. Economic Development process. The facilitator will lead participants through each day's activities. The facilitator will also meet with the resource team two additional times: approximately two weeks before the Day 1 session to be sure you're on track in your preparations, and approximately one week before the Day 3 session to discuss the draft action plan.



## Chapter Two: An Overview of the Strategic Planning Process

Strategic planning was first used by businesses in the 1960s as a way to improve their ability to compete in the marketplace. Those who promoted the process were concerned that many businesses were making their plans based on past performance rather than looking toward the future. They wanted businesses to look at their own positions in the marketplace and evaluate where their competition would be coming from in the future. They believed that such evaluation could lead to new missions, as well as new goals and actions to fulfill those missions. Strategic planning advocates also believed companies should study their internal strengths and weaknesses in order to make themselves more competitive.

Business managers started to realize their economic environments were so turbulent that long-range plans were insufficient. They decided the only way to manage successfully was to constantly scan their environments, watch for changes, and look for new opportunities and emerging threats. They also realized they functioned more successfully when they continually monitored their internal capacity to respond to environmental changes. What began in the world of business can be and is being transferred to communities and public organizations.

### Seven Steps

S.T.A.R.T. Economic Development is a process that contains seven steps (see figure 4). The next section briefly

describes each of these steps. Following this, your role in directing the implementation of these steps is outlined in detail.

**Step One: Organizing.** To begin this step, you as the local leader will need to meet with the resource team. Team members must be ready to actively work to bring about change in their community, because they will be at the center of the strategic planning effort. Readiness means that team members have made a time and financial commitment to the preparations for the strategic planning session. During this phase, you and other key leaders will need to secure the commitment of local resources for mailing and processing the community and business attitude surveys, as well as for other tasks. You'll also solicit endorsement of the strategic planning effort by key public and private organizations. Finally, you and others will begin using the community analysis software provided with the S.T.A.R.T. kit to produce and collect information on various facets of your community and area. To learn about the behavior and perceptions of community members, a member of your resource team will need to distribute surveys. One survey will be distributed to community residents; the other will be distributed to businesses. After you collect the surveys and tally the responses, you will have an understanding of what your community's members see as its internal strengths and weaknesses.



seemingly distant events and trends can be more easily tolerated, because community members readily recognize that they have no control over what is happening at the state and national levels. This is not the case, however, with a community's internal strengths and weaknesses.

People tend to take any discussion of their community's weaknesses as personal affronts. Rather than immediately seeing that weaknesses must be identified before they can be overcome, community members are likely to become defensive and resent criticism of the community. Yet they cannot begin to minimize their weaknesses until they are identified. The reluctance to admit to weaknesses may make Day 2 a trying experience for some participants. You and the facilitator will play important roles in helping steering committee members go beyond the stages of denial and blame, and move on to acceptance and hope for the future. These stages are outlined in the "Readiness for Economic Development" section of Chapter 3, which you'll want to read carefully.

### **Step Three: Identify Key Issues.**

Once the steering committee members have access to a manageable amount of community information, you will spend time discussing it. Then you can identify the key issues that are impacting the community and make decisions about how to manage them for the community's benefit, both now and in the future. Steering committee members will need to answer four questions:

- What key factors are affecting the community right now?
- How are these factors affecting the community?
- Based on these factors, what appear to be the issues that will have the greatest impact in the next five years?
- Why will these issues impact the community?

**Step Four: Develop Strategies.** Once key issues have been identified and the steering committee understands how and why they are affecting or will affect the community, it is time to decide what to do about these issues. First, the issues will be prioritized. Next, strategies for working with the issues must be identified. Finally, (in step five) specific action steps must be identified for implementing the strategies.

It is important to understand the difference between strategies and action steps. A strategy is a broad philosophy of how to attack a problem. Developing a strategy involves very basic decisions about the nature of the community and its relation to the environment. In essence you have to decide what is important to the community and then identify what must be done to make sure that what is important is, in fact, realized. Figure 5 gives a quick outline of a process for thinking through potential strategies.

Step four is completed at the end of Day 2. At that point a community has gained a sense of who it is, where it is, where it wants to be, and how to get there. Once this sense is agreed upon, the community can move to step five in the strategic planning process.



commitment of resources and an acceptance of responsibility.

When your community's action plan is developed, you will be ready for your town hall meeting, which is a part of the G.R.E.A.T. (Governor's Rural Economic Action Team) Town program. State agencies will play an important role in this program by ensuring that your community is aware of and has access to appropriate state resources and programs to help you implement the action plan.

**Step Seven: Monitor.** It is the responsibility of the local leader to monitor the progress of the implementors, to inspire them, and to encourage them to keep on schedule. It will be necessary for the local leader to meet regularly with the implementors, not only to check on and evaluate progress, but to assist in adjusting implementation plans to unpredicted changes in the community's environment. All of the work that went into your community's strategic planning process will have been wasted unless this step occurs: your plans are only as good as their results. Like the implementation step, monitoring is ongoing, and it may take several years.

### *The Leader's Role*

Your role as the local leader is to manage the strategic planning process. Management consists of seven functions: planning, organizing, directing, staffing, coordinating, reporting and budgeting. These functions are the basis for the following outline of your responsibilities as the local leader. Within the detailed look at your own tasks, an outline of the other

resource team members' responsibilities is included (as a part of organizing and directing).

**Planning** is required for success. S.T.A.R.T. Economic Development begins as a 17-week-long process. You (the local leader), the local resource team, the local steering committee, and the outside facilitator play a variety of roles at different places in the seven-step process. Figure 6 (on the next page) is provided as a planning aid to help you see what you and the other major participants do at each step of the process.

**Organizing and directing** the local resource team means that you have to know *what* different tasks have to be accomplished, *when* they must be completed, and *who* is responsible, and you must see that team members perform their roles. Although each member of the resource team will have responsibilities throughout the strategic planning process, most of its work will occur before and between the three meetings of the local steering committee.

There are six roles (other than the local leader) to be filled on the resource team. Some of the roles (such as steering committee liaison) may be best shared by two people.

- **Recorder** — Records major decisions/actions at all meetings; types minutes and final action plan. (See Appendix A for detailed instructions on the recorder's tasks.)
- **Meeting Planner** — Makes all arrangements for meeting place, refreshments and lunch, video





equipment, and other needs for Day 1, Day 2 and Day 3 sessions. (See Appendix B for detailed instructions on the meeting planner's tasks.)

- **Surveyor**— Conducts community and business attitude surveys with help from the data coordinator and community volunteers; distributes community facilities and organizational profiles to community members knowledgeable about your community's physical infrastructure (roads, sewer and wastewater treatment, utilities) and organizational structure for economic development. (Appendix C contains detailed instructions on the surveyor's tasks as well as the questionnaire and profile forms to be photocopied.)
- **Data Coordinator**— Generates economic, population, and other tables for use at the planning sessions; performs data entry and analysis of survey results. (Appendix D includes detailed instructions for the data coordinator's tasks, along with the survey form needed for coding. The software diskettes and manual are included as Appendix H.)
- **Public Relations Liaison**— Writes and circulates articles about the planning sessions for local news media; works with the chamber of commerce, county board, industrial development commission, and city council to pass letters and resolutions of support for the strategic planning process. (See Appendix E for detailed instructions on the public relations liaison's tasks

as well as sample articles and resolutions.)

- **Steering Committee Liaison**— Acts as a link with the steering committee; sends out letters of invitation; assembles and mails out Participant's Handbooks prior to planning sessions. (Appendix F contains detailed instructions on the steering committee liaison's tasks. Appendices I and J contain the materials needed for Participant's Handbooks.)

In addition, on Days 1 and 2 of the S.T.A.R.T. Economic Development process three members of the resource team will need to perform as:

- **Small Group Discussion Leaders**— Facilitate the small groups and help them accomplish their assignments. (Refer to Appendix G for detailed instructions on the small group discussion leaders' tasks.)

Each resource team member needs to know when his or her tasks must be completed. Figure 7 shows the S.T.A.R.T. Economic Development process along a five-month time line, with the tasks to be completed by each team member entered under the appropriate week. Make photocopies of figure 7 and pass them out to each resource team member.

Each task contains a series of decisions to be made, some by the entire resource team acting as a group and others by the person assigned to that task. Group decision points are noted on figure 7 by the ★ symbol. As the local leader you need to know what decisions have to be made by the entire



	Month 4				Month 5				Month 6			
Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24
Day 2				Day 3				First Action Plan Follow-up Meeting				
Record and send minutes					Record and send out final action plan					Liaison with G.R.E.A.T. Town program for town hall meeting		
Check all arrangements 7:30 a.m.			Confirm numbers for lunch (Day 3)	Check all arrangements								
Arrange for media coverage	Release story on Day 2											
			Send minutes of Day 2									



Each job to be accomplished by the resource team requires a unique set of skills, abilities, interests and resources; for example, access to a personal computer, or acquaintance with a pool of volunteers. As the local leader, it is your job to recruit at least six resource team members who have among them those qualities or characteristics. Figure 8 outlines the jobs, tasks and skills required to assist you in this effort.

**Coordinating** the various tasks of the resource team requires a detailed description of each volunteer's role and responsibilities. At the first meeting of the local resource team, hand out the team members' job descriptions provided in the appendices and review them with the whole group. Make sure each person understands exactly what he or she is expected to do.

**Reporting** to management does not happen automatically. Even after you assign specific tasks to resource team

members, you have to follow up to remind them of decisions and deadlines, answer questions, and troubleshoot where necessary. Each task is vital to the success of the strategic planning process. If the tables for Day 1 are not ready on time, or if the community and business attitude surveys are two weeks late, the planning sessions will also be delayed. You are the one individual who has the overall view of what has to happen, by when, and by whom. Information from your resource team about how the various tasks are going is essential to your job, so you must be sure to gather it.

**Budgeting.** The self-help approach can save your community thousands of dollars in an outside consultant's time. But there are still expenses incidental to the two planning sessions, the follow-up meeting, the community and business attitude surveys, and computer use (if data entry is contracted out).

Figure 9 - Cost estimates for incidental expenses.

Incidental Expenses	Estimated Costs
Planning Sessions	
Room rental	\$25-50/day
Coffee, donuts	\$1.00/person
Lunch	\$2-4/person
Video equipment	\$5-10/day per VCR
Follow-up Meeting	
Room rental	\$25-50/day
Lunch	\$2-4/person
Surveys	
Copying	\$0.05/copy x 6 pages per questionnaire
Envelopes	\$0.03 a piece
Postage	\$0.20 a piece (bulk rate)
Computer Time	
Data processing	\$5/hour for data entry



surveyor from the resource team. He or she will give the questionnaires to the computer operator, who will enter the survey responses and tabulate the results using the software then give the results to the steering committee liaison.

### **Day 3**

- Preparing Your Action Plan (Appendix K, distributed by steering committee liaison as a part of the Day 2 packet)
- Action Step Packets (available to your community when you conclude Day 2)





## Chapter 3: Managing Economic Development

Remember, you are not expected to be able to explain economic development or strategic planning. You will not be called upon to be an expert. Your role is to be a motivator for the larger steering committee. You should, however, acquire as much knowledge as you believe you need to be comfortable with this role. The following overview of economic development will help you with this objective.

### Issues and Definitions

First, some definitions are in order. **Economics** is the study of how people and society choose to employ scarce productive resources, which could have alternative uses, to produce various commodities over time and distribute them for consumption, now and in the future.

**Development** is the process of growth and change. It can be positive or negative, planned or unplanned. People and communities are constantly changing, but to allow a community to develop on its own, without conscious effort on the part of concerned citizens and leaders, can be likened to putting a group of people in a small boat and setting them adrift upon the ocean. The boat will be buffeted and guided by the winds and waves. If it reaches shore, any shore, the passengers will be relieved. They may even consider it a miracle, having literally allowed fate to guide the boat. If, on the other hand, the people in that small boat are provided with oars or a sail and rudder,

they can plot their course and steer toward the nearest beach. It is better to steer your own course by using the tools available to get through choppy waters. It is better to take charge— of your boat or your community. In doing so, the likelihood of floundering or drowning is greatly reduced.

Thus, *economics* and *development* are partners. In the study of economics, the assumption is made that people will make choices about using their resources. The process of development provides an opportunity for making those choices in a planned, conscious, reasoned way, so that as many members of the community as possible can benefit.

Three economic questions that must be confronted by any community are:

1. What commodities shall be produced, and in what quantities?
2. How shall these commodities be produced?
3. For whom shall these commodities be produced?

The goal for confronting these questions is always to improve the community's economic well-being. While it may seem apparent that the term *well-being* implies health, wealth and happiness, it is also important to recognize that decisions which improve the well-being of one group may, in fact, harm the well-being of another. Thus, when community groups begin to think about planning for economic development, they should operate according to an important decision



even when that is no longer a pleasant thing. Thus, many communities will hesitate to take action to improve their economic well-being, or they may apply outmoded economic strategies to attack new problems. Outmoded strategies are usually as ineffective as doing nothing at all.

To help you think about both past and newer, more appropriate strategies for improving community economic well-being, the following list compares them:

### **Readiness for Economic Development**

Before a community can begin to improve its economic well-being, the leaders must be *ready*. Readiness involves at least four key elements: expanded perspectives, the removal of institutional barriers, collaborative decision-making mechanisms, and changed attitudes. Your community has probably examined its own readiness for improving its economic well-being, or you would not be reading this handbook. However, because readiness to change is such an important first step in improving community economic well-being, the next section will help you review the steps to readiness.

Helping a community develop readiness for economic development is a difficult and important first step. We often think that people in small communities have a common bond, a shared heritage, and shared friendships that enable them to think as one. But people in small communities are very much like those in large cities — a diverse group representing different ages, different educational levels, different interests, and different ideas.

In both small cities and large, people no longer spend time together, chatting on the front porch; they retreat to air-conditioned homes if they can. Instead of long visits with neighbors, they watch television or their VCRs. Instead of sharing hopes and dreams over a meal in their neighbor's kitchen, families or couples are more likely to go to a restaurant and eat alone. Yet, for a community to be ready to practice strategic planning for economic development, its members must come together, think together, plan together, and act together.

### **Overcoming Obstacles**

In order for a community to get ready to focus on improving economic well-being, community leaders must overcome certain obstacles. Our research indicates that obstacles to bringing about change are present in every community. We also have learned that with knowledge, determination and action these barriers can be overcome.

First, community members must expand their perspectives of what is possible and desirable. With today's changing technologies, the way you've always done things may no longer be effective. Community members have to accept that and actively seek new and fresh solutions to old problems.

Readiness also involves the removal of institutional barriers. Institutional barriers may exist in the way your community government is structured. They may exist because you do not have an active Chamber of Commerce. They may exist because you do not have a viable economic development organization, with leaders willing to



strategic planning process. You may also see anger during the process.

Typically the people who participate in the strategic planning process begin to feel angry on Day 2 of the steering committee meetings. Remember that the process has seven steps. On the day of the second meeting of participants, you will just be completing the second and third steps. Such slowness is necessary to ensure that you are thorough and that you lay the necessary groundwork for the plan you will develop. Unfortunately, people get impatient. They get frustrated when instant solutions aren't apparent. They may direct their anger at you. If this happens, don't take their anger personally. Just remember that frustration and anger are predictable and, in fact, necessary. For anger also triggers an impetus to act. It creates the energy necessary for participants to move on to the next step of the process.

**Depression and withdrawal** may be just as personally frustrating as anger and blame. In this stage, the person (or community) will have accepted that getting angry didn't make things better. Because conditions are not better by now, people tend to become depressed. Depression is brought about by feelings of helplessness and frustration. Community leaders may, in effect, give up and withdraw from community activities, or become passive. Community members may begin to look for job opportunities in other areas. Businesses may close. The town's appearance may deteriorate.

People who experience depression may decide that either the process or the participants are ineffective. We have designed the video and activities

for Day 2 in such a way that withdrawal will be minimized. If it happens, you and the facilitator will want to reach out to those who withdraw and try to keep them involved in the process by ensuring that they have specific tasks and see a reason for the accomplishment of those tasks. Let them know that they are needed.

Again, feelings of depression and a desire to withdraw are predictable. The good news is that they are often necessary before change can take place. The bad news is that they take time and may occur at different levels of intensity and for varying lengths of time for different people. Finally, however, as with a terminal illness, people in the community are ready to move to the final stage in the readiness process.

**Acceptance, hope, and planning** is the fourth stage in the movement toward acting to improve the economic well-being of your community. In this stage, people are ready to accept the reality of their community's economic situation and understand that only through their own initiative will things get better. They are ready to envision a better future. They are ready to begin the strategic planning process to improve their community's economic situation, and they are ready to actively participate in developing and implementing a strategic plan.

We want you to recognize that these attitudes will be present. They're normal and predictable. They also occur at different times for different people. Many participants in the strategic planning process may be still be in the denial stage while others are angry and blaming you or others for the



## Endnotes

1. Luke, Jeffrey S., Curtis Ventriss, B.J. Reed, and Christine M. Reed. *Managing Economic Development*. San Francisco: Jossey-Bass, 1988.
2. Johnson, David and Frank P. Johnson. *Joining Together: Group Theory and Group Skills*. Englewood Cliffs: Prentice-Hall, 1975 and 1982.
3. The discussion of attitudes toward death and dying is based on: Ross, Elizabeth Kubler, *The Final Stage of Growth*, Englewood Cliffs: Prentice-Hall, 1985. A more detailed analysis of these attitudinal phases in the strategic planning process is contained in: Reed, C. M., B. J. Reed, and J. S. Luke, "Assessing Readiness for Economic Development Strategic Planning: A Community Case Study," *American Planning Association Journal* 53 (1987): 521-530.







## **Appendix A**

### **Recorder's Role**

#### **Day of Strategic Planning Sessions (Day 1 and Day 2)**

1. Take home the newsprint tablets summarizing key trends, issues, and other items of interest discussed during the session.

#### **Week Following Strategic Planning Sessions**

1. Type a summary of each session and give copies to the steering committee liaison and the outside facilitator.

#### **Day of Follow-up Meeting (Day 3)**

1. Take home action plan subcommittee reports with any modifications introduced at the meeting.

#### **Week Following Day 3 Meeting**

1. Type a final action plan and give copies to the steering committee liaison and the outside facilitator.

## **Appendix B**

### **Meeting Planner's Role**

- ★ **Before you plan the location and details of the three planning sessions (days 1, 2 and 3), the resource team must decide on dates (Day 2 is approximately three weeks after Day 1; Day 3 is approximately four weeks after Day 2) and suggest meeting places.**

#### **Six Weeks Before First Session**

1. Find a meeting place which is:
  - a. Available from 8:00 a.m. until 3:00 p.m. on the dates set for the Day 1 and Day 2 meetings, and for two to three hours (a long, working lunch is appropriate) on the date set for the Day 3 meeting.
  - b. Large enough for three break-out groups to hold discussions without disturbing one another (Day 1 and Day 2); or laid out so that steering committee members can eat lunch, then make their subcommittee presentations and discuss a final action plan (Day 3).

**Be certain to visit the meeting site to make sure it can accommodate your meeting.**

2. Identify the person at the meeting site with whom you will work to coordinate meeting plans both during the planning process and on the days of the meetings.
3. Arrange for the following equipment to be present at each meeting:
  - a. A VCR which plays 1/2-inch (VHS) videotape, and a television (with at least a 19-inch color screen).
  - b. A stand about five feet tall to put the video equipment on.
  - c. Two flip-chart easels and two tablets of newsprint, at least 24 by 36 inches.
  - d. Six magic markers in assorted dark colors.

- e. Two rolls of masking tape.
  - f. An overhead projector (for Day 2 only).
  - g. A screen (if the meeting room walls are not white).
  - h. Name tags.
4. Make the following refreshment arrangements for each meeting:
- a. Coffee, hot tea, and sweet rolls should be available from 7:30 a.m. until 10:00 a.m.
  - b. Lunch on the meeting room premises.
  - c. Coffee, tea and/or soda for an afternoon break.

#### **One Week Before Each Meeting**

Call the meeting facility and report the number of persons who are expected to attend. (Get this number from the steering committee liaison.)

#### **At the Day 1 and Day 2 Meetings**

- 1. Arrive about 30 minutes early.
- 2. Check to see that all meeting equipment is in place.
- 3. Make sure the video equipment and overhead projector work.
- 4. Locate the thermostat, restrooms, and drinking fountain. Let your facilitator know their location.

#### **At the Day 3 Meeting**

- 1. Arrive early.
- 2. Check to see that the seating arrangement is satisfactory.
- 3. Check to see that lunch will be served on time.

## **Appendix C**

### **Surveyor's Role**

★ **At your first resource team meeting, the group will decide on the format and procedure for the surveys. The group:**

- **Fills in options on questionnaires (see questionnaire instructions within this appendix, page C-2),**
- **Determines number of copies to be distributed, and**
- **Determines how surveys will be distributed and collected.**

#### **Six Weeks Before Day 1 Strategic Planning Session**

1. Prepare survey master copies as determined by resource team.
2. Photocopy or print surveys.
3. Recruit volunteers (as needed).

#### **Four Weeks Before Day 1 Session**

1. Distribute/mail surveys.
2. Give organizational profile and community facilities profile (contained within this appendix) to relevant officials. The community facilities profile should be completed by the city clerk or city administrator/manager. The organizational profile should be completed by all relevant organizations working on economic development (e.g., chamber of commerce, local development corporation/commission).

#### **One Week Before Day 1 Session**

1. Collect surveys.
2. Give surveys to data coordinator for coding, data entry, and preparation of summaries.



## **Questionnaire Instructions**

The survey questionnaires included in the S.T.A.R.T. Economic Development kit are designed to be administered to community residents and businesses after a few changes and additions are made. They are also designed to let the data coordinator enter information directly from the questionnaires into the community analysis software.

There are two versions of each questionnaire included in this appendix. We suggest that you photocopy each set before you make any changes.

Version 1 indicates where you may make changes or fill in the name of your community. These places are highlighted with the use of bold face type.

The version 2 questionnaires leave these spaces blank, allowing you to type in changes or enter the name of your community. Where you are given the opportunity to add additional items, you may chose to leave spaces blank, but be sure also to delete the response choices for such items (correction fluid works well). You also may chose to eliminate complete questions. For example, some communities already have a sales tax or simply may not want to ask the question about sales tax (number 22 on the community attitude survey and number 23 on the business survey). If you do eliminate a question, leave a space on the questionnaire and do *not* change the remaining questions' numbers. Because of coding and analysis consideration, question numbers must remain consistent. We suggest that you indicate on the questionnaire that the question was not included to avoid confusion.

23. [Question 23 has been left blank.]

## **Modifying the Questionnaires**

### **COMMUNITY ATTITUDE SURVEY**

#### **Title**

Enter the name of your community.

#### **Introduction**

We have allowed several lines for you to state the purpose and importance of the survey. The introduction to the survey should consist of a short paragraph that includes these key items: the name of the city (or cities, or county) being surveyed, the sponsoring organization, and the purpose of the survey (why it is important).

For example:

(community attitude survey)

Citizens of (city) and the surrounding area are cooperating in an effort to develop a plan to encourage economic development. Your feelings about your community are an important part of this plan. Completion of this questionnaire is a valuable contribution to the success of this project.

(business survey)

Citizens of (city) and the surrounding area are cooperating in an effort to develop a plan to encourage economic development. You, as a member of the local business and industrial community, are helping to make important contributions to this plan. Your responses to the questionnaire are a key part of this project.

**Question 1**

In part e, we have allowed additional space for you to enter another area of concern for community appearance. Either type an additional concern in the area or delete the response choices and comment line.

**Question 10**

In part f, we have allowed additional space for you to enter another recreational facility. Either type in the facility or delete the response choices and comment line.

**Question 13**

Enter the name of your community.

**Question 14**

Enter the name of your community.

**Question 15**

Enter the name of your community.

**Question 20**

Enter the name of your community.

**Question 21**

Enter the name of your community.



**Question 23**

Enter the name of your community.

**Question 24**

Enter the name of your community.

**Question 25**

Enter the name of your community and five other communities where you think residents of your community may shop if they do not shop locally. If you do not use all six columns, be sure to delete the response choices for the column(s) where you have no city listed.

**Question 26**

Enter the name of your community.

**Question 28**

Enter the name of your community.

**Question 33**

Enter the name of your community.

**Question 36**

Enter the name of your community.

**BUSINESS SURVEY****Title**

Enter the name of your community.

**Introduction**

We have allowed several lines for you to state the purpose and importance of the survey. We have included samples of introductions for your assistance.

**Question 5**

Enter the name of your community in choices 2 and 3.

**Question 6**

Enter the name of your community in parts f and g.

**Question 7b**

Enter the name of your community.

**Question 8**

Enter the name of your community in choice 1 and the name of your county in choices 2 and 3.

**Question 9**

Enter the name of your community.

**Question 10**

In part g, we have allowed additional space for you to enter another important reason that people shop at local businesses. Either type in the reason or delete the response choices.

**Question 11**

Enter the names of up to five communities that you think provide significant competition for businesses in your community. If you do not use all five rows, delete the extra rows.

**Question 13**

In part j, we have allowed additional space for you to enter another important area that might improve business. Either type in the area or delete the response choices.

**Question 14**

We have allowed additional space for you to enter another area of concern for community appearance. Either type in another area or delete the response choices.

**Question 17**

Enter the name of your community.

**Question 18**

Enter the name of your community.

**Question 21**

Enter the name of your community.

**Question 22**

Enter the name of your community.

**Question 24**

Enter the name of your community.

**Question 26**

Enter the name of your community.

**Question 27**

Enter the name of your community.

**Question 28**

Enter the name of your community.

**Question 29**

Enter the name of your community.

Now that you have modified the questionnaires, you are ready to photocopy them and distribute them to your community residents and businesses. Good luck!



Version 1

## COMMUNITY ATTITUDE SURVEY FOR CITY

[Insert Survey Instructions/Overview Here]

Surveys must be returned by \_\_\_\_\_

Please mail or deliver to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
1. The general appearance of:						
a. Downtown business areas.....	5	4	3	2	1	_____
b. Residential areas .....	5	4	3	2	1	_____
c. Industrial areas .....	5	4	3	2	1	_____
d. Highway commercial areas.....	5	4	3	2	1	_____
e. Other areas.....	5	4	3	2	1	_____
2. The availability of shopper parking .....	5	4	3	2	1	_____
3. General attitude of local merchants toward encouraging local trade .....	5	4	3	2	1	_____
4. General attitude of retail clerks .....	5	4	3	2	1	_____

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
11. Recreational programs in the community for:						
a. Young children ..... 5	4	3	2	1		_____
b. Teenagers ..... 5	4	3	2	1		_____
c. Adults ..... 5	4	3	2	1		_____
d. Senior citizens ..... 5	4	3	2	1		_____
12. Medical facilities and services:						
a. Hospital(s) ..... 5	4	3	2	1		_____
b. Nursing home(s) ..... 5	4	3	2	1		_____
c. Doctor(s)..... 5	4	3	2	1		_____
13. The responsiveness of City Government and leadership to the needs of the citizens of city..... 5	4	3	2	1		_____
14. The Chamber of Commerce in city..... 5	4	3	2	1		_____
15. The Development Company of city..... 5	4	3	2	1		_____
16. Please rate the following services:						
a. Fire protection ..... 5	4	3	2	1		_____
b. Police protection ..... 5	4	3	2	1		_____
c. Street maintenance ..... 5	4	3	2	1		_____
d. Library facilities ..... 5	4	3	2	1		_____
e. Ambulance ..... 5	4	3	2	1		_____
f. City planning and zoning ..... 5	4	3	2	1		_____
g. Sewage treatment..... 5	4	3	2	1		_____
h. Garbage collection ..... 5	4	3	2	1		_____
i. Animal control ..... 5	4	3	2	1		_____
j. Natural gas ..... 5	4	3	2	1		_____
k. Electricity ..... 5	4	3	2	1		_____
l. Cable TV..... 5	4	3	2	1		_____
m. Telephone ..... 5	4	3	2	1		_____
n. Water ..... 5	4	3	2	1		_____

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
17. Hours of operation:						
a. Library .....	5	4	3	2	1	_____
b. Banks .....	5	4	3	2	1	_____
c. City offices .....	5	4	3	2	1	_____
d. County offices .....	5	4	3	2	1	_____
e. Local businesses .....	5	4	3	2	1	_____
f. Post office .....	5	4	3	2	1	_____
18. The availability of job opportunities:						
a. Full-time .....	5	4	3	2	1	_____
b. Part-time .....	5	4	3	2	1	_____
c. Recent high school graduates .....	5	4	3	2	1	_____
d. Recent college graduates .....	5	4	3	2	1	_____
e. Summer work for students .....	5	4	3	2	1	_____
f. Overall .....	5	4	3	2	1	_____
19. The overall quality of job opportunities .....	5	4	3	2	1	_____
20. Should one evening a week be set aside for businesses to remain open in city?			Yes 1	No 2		
21. Which night do you suggest businesses stay open in city?						
			Monday .....	1		
			Tuesday .....	2		
			Wednesday .....	3		
			Thursday .....	4		
			Friday .....	5		
			Saturday .....	6		
			Sunday .....	7		
CIRCLE ONLY ONE NUMBER						
22. Would you support a city sales tax if the amount collected was used to decrease your real estate taxes?			Yes 1	No 2		
			Any comments _____			

CIRCLE ONE NUMBER FOR EACH QUESTION

23. Overall, how much do you  
spend on goods and services  
outside of city?

Hardly any (less than 10%) ..... 1  
Some (10-30%) ..... 2  
Quite a bit (30-50%) ..... 3  
A great deal (50% or more) ..... 4

24. Before you bought something outside  
of your city, did you first check to  
see if it was available in city?

Yes                      No  
1                        2

25. Where do you *usually* purchase  
the following goods and services?

CIRCLE ONLY ONE NUMBER PER ROW		Your City	City A	City B	City C	City D	City E
a.	Groceries.....	1	2	3	4	5	6
b.	Dining at fine restaurants.....	1	2	3	4	5	6
c.	Fast food.....	1	2	3	4	5	6
d.	Entertainment/movies, etc. ....	1	2	3	4	5	6
e.	Men's clothing .....	1	2	3	4	5	6
f.	Women's clothing .....	1	2	3	4	5	6
g.	Children's clothing .....	1	2	3	4	5	6
h.	Shoes .....	1	2	3	4	5	6
i.	Drugs/medicine.....	1	2	3	4	5	6
j.	Farm equipment.....	1	2	3	4	5	6
k.	Hardware.....	1	2	3	4	5	6
l.	Building materials .....	1	2	3	4	5	6
m.	Appliances, large .....	1	2	3	4	5	6
n.	Furniture.....	1	2	3	4	5	6
o.	Sporting/recreation equip. ....	1	2	3	4	5	6
p.	Automobiles .....	1	2	3	4	5	6
q.	Auto parts (tires, batteries, etc.) .....	1	2	3	4	5	6
r.	Gasoline.....	1	2	3	4	5	6
s.	Legal and accounting.....	1	2	3	4	5	6
t.	Doctor .....	1	2	3	4	5	6
u.	Hospital.....	1	2	3	4	5	6
v.	Optometrist .....	1	2	3	4	5	6
w.	Dentist.....	1	2	3	4	5	6
x.	Veterinarian .....	1	2	3	4	5	6
y.	Beautician/barber .....	1	2	3	4	5	6
z.	Insurance.....	1	2	3	4	5	6



CIRCLE ONE NUMBER FOR EACH QUESTION

	Your City	City A	City B	City C	City D	City E
aa. Bankers/financial services .....	1	2	3	4	5	6
bb. Appliance repair .....	1	2	3	4	5	6
cc. T.V. repair .....	1	2	3	4	5	6
dd. Plumbing repair .....	1	2	3	4	5	6
ee. Heating & air conditioning repair .....	1	2	3	4	5	6
ff. Electrical repair .....	1	2	3	4	5	6

26. Regarding the future economic growth of city,  
our efforts would best be spent (please indicate  
yes or no for each item below):

	Yes	No
a. Attracting new industry .....	1	2
b. Attracting new retail business .....	1	2
c. Attracting new service business .....	1	2
d. Attracting tourism .....	1	2
e. Supporting and expanding existing business and industry .....	1	2
f. Other (please specify) _____ .....	1	2

27. Would you be willing to work on a  
volunteer committee to carry out  
community economic development projects?

Yes	No
1	2

28. Would you attend a town hall meeting  
to learn the results of this survey  
and discuss an action plan for city?

Yes	No
1	2

29. What three specific projects do you think would be  
most beneficial to your community?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION

The following questions will help us to identify and tabulate specific group attitudes.

30. What is your age?
- |                |   |
|----------------|---|
| Under 19 ..... | 1 |
| 19-24 .....    | 2 |
| 25-34 .....    | 3 |
| 35-44 .....    | 4 |
| 45-64 .....    | 5 |
| 65-74 .....    | 6 |
| 75 or more.... | 7 |
31. What is your sex?
- |              |   |
|--------------|---|
| Female ..... | 1 |
| Male .....   | 2 |
32. How many persons in your household?
- |                 |   |
|-----------------|---|
| One .....       | 1 |
| Two .....       | 2 |
| Three .....     | 3 |
| Four .....      | 4 |
| Five .....      | 5 |
| Six or more ... | 6 |
33. How long have you lived in city?
- |                          |   |
|--------------------------|---|
| Less than one year ..... | 1 |
| 1-4 years .....          | 2 |
| 5-9 years .....          | 3 |
| 10-19 years .....        | 4 |
| 20 or more.....          | 5 |
34. How many members of your household 18 years or older are:
- |   | None | One | Two | Three | Four<br>or More |
|---|------|-----|-----|-------|-----------------|
| a. retired .....                                    | 0    | 1   | 2   | 3     | 4               |
| b. employed full-time or part-time .....            | 0    | 1   | 2   | 3     | 4               |
| c. employed but would change for a better job ..... | 0    | 1   | 2   | 3     | 4               |
| d. unemployed and looking for work .....            | 0    | 1   | 2   | 3     | 4               |
| e. unemployed and not looking for work.....         | 0    | 1   | 2   | 3     | 4               |
35. How many wage earners reside in your household?
- |                     |   |
|---------------------|---|
| None .....          | 0 |
| One .....           | 1 |
| Two .....           | 2 |
| Three or more ..... | 3 |
36. Are any children in your household currently attending Public School in city?
- |     |    |
|-----|----|
| Yes | No |
| 1   | 2  |
37. Do you:
- |                                   |   |
|-----------------------------------|---|
| Own or are buying your home ..... | 1 |
| Rent .....                        | 2 |



## BUSINESS SURVEY FOR CITY

[Insert Survey Instructions/Overview Here]

Surveys must be returned by \_\_\_\_\_

Deliver completed surveys to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

1. Type of product or service you provide:
 

Retail goods .....	1
Wholesale goods .....	2
Consumer or business services .....	3
Manufacturing/industrial .....	4
  
2. Do you have any problem(s) hiring employees?
 

Yes	No
1	2
  
3. Are newly-hired employees adequately prepared to do the job?
 

Yes	No
1	2
  
4. How long have you been operating in this location?
 

Less than one year .....	1
1-2 years .....	2
3-4 years .....	3
5-9 years .....	4
10 or more years .....	5
  
5. Did you start your business at this location?
 

Yes .....	1
No, started at another location in city .....	2
No, started at another location outside of city ...	3
  
6. What are your business plans for the next two to three years? (Please indicate yes or no for each item below.)
 

	Yes	No
a. Expand in present location .....	1	2
b. Reduce goods and/or services .....	1	2
c. Add employees .....	1	2
d. Reduce the number of employees .....	1	2
e. Relocate business within city .....	1	2
f. Relocate business outside of city .....	1	2
g. Close business .....	1	2
h. No change .....	1	2

CIRCLE ONE NUMBER FOR EACH QUESTION

- 7a. Do you currently own the property  
in which you operate?

Yes  
1

No  
2

→ 7b. If no, is the owner  
located in city?

↓

Yes    No  
1       2

8. Most of my customers come from:

City ..... 1  
Elsewhere in county in which the city is located .. 2  
Outside the county in which the city is located ... 3

9. How much of your business comes from  
outside of city?

Hardly any (less than 10%) ..... 1  
Some (10-30%) ..... 2  
Quite a bit (30-50%) ..... 3  
A great deal (50% or more) ..... 4

10. The most important reason(s) people  
do business with me is (please indicate  
yes or no for each item below):

	Yes	No
a. Price .....	1	2
b. Selection.....	1	2
c. Quality of service .....	1	2
d. Promotion/marketing of goods and services .....	1	2
e. Store/business appearance .....	1	2
f. Community loyalty .....	1	2
g. Other reason .....	1	2

11. These towns provide significant  
competition for my business (please  
indicate yes or no for each item  
below).

	Yes	No
a. City A .....	1	2
b. City B .....	1	2
c. City C .....	1	2
d. City D .....	1	2
e. City E .....	1	2

CIRCLE ONE NUMBER FOR EACH QUESTION

12. How do this year's sales compare with past years?

Much better ..... 1  
A little better ..... 2  
About the same ..... 3  
A little worse ..... 4  
Much worse ..... 5

13. The following areas might improve my business operations (please indicate yes or no for each item below):

	Yes	No
a. Better marketing and promotion .....	1	2
b. Improved transportation routes .....	1	2
c. Improvements to business property .....	1	2
d. More cooperation among merchants .....	1	2
e. Better qualified labor force .....	1	2
f. Better community "image" .....	1	2
g. More debt and equity capital .....	1	2
h. Less costly debt and equity capital .....	1	2
i. More support from Chamber of Commerce .....	1	2
j. Other areas .....	1	2

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
14. The general appearance of:						
a. Downtown business areas .....	5	4	3	2	1	_____
b. Residential areas .....	5	4	3	2	1	_____
c. Industrial areas .....	5	4	3	2	1	_____
d. Highway commercial areas .....	5	4	3	2	1	_____
e. Other areas .....	5	4	3	2	1	_____
15. Availability of shopper parking .....	5	4	3	2	1	_____
16. General attitude of local merchants toward encouraging local trade .....	5	4	3	2	1	_____
17. Responsiveness of City Government and leadership to the needs of the citizens of city .....	5	4	3	2	1	_____

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
18. The Chamber of Commerce of city .....	5	4	3	2	1	_____
19. Please rate the following services:						
a. Fire protection .....	5	4	3	2	1	_____
b. Police protection .....	5	4	3	2	1	_____
c. Street maintenance .....	5	4	3	2	1	_____
d. City planning and zoning .....	5	4	3	2	1	_____
e. Sewage treatment .....	5	4	3	2	1	_____
f. Garbage collection.....	5	4	3	2	1	_____
g. Animal control .....	5	4	3	2	1	_____
h. Natural gas .....	5	4	3	2	1	_____
i. Electricity .....	5	4	3	2	1	_____
j. Telephone .....	5	4	3	2	1	_____
k. Water .....	5	4	3	2	1	_____
20. Hours of operation:						
a. Banks .....	5	4	3	2	1	_____
b. City offices .....	5	4	3	2	1	_____
c. County offices.....	5	4	3	2	1	_____
d. Local businesses .....	5	4	3	2	1	_____
e. Post Office .....	5	4	3	2	1	_____

21. Should one evening a week be set aside for  
businesses to remain open in city?

Yes	No
1	2

22. Which night do you suggest businesses  
stay open in city?

- a. Monday ..... 1
- b. Tuesday ..... 2
- c. Wednesday ... 3
- d. Thursday ..... 4
- e. Friday ..... 5
- f. Saturday ..... 6
- g. Sunday ..... 7

CIRCLE ONLY ONE NUMBER

23. Would you support a city sales tax if it were  
used to decrease your real estate taxes?

Yes	No
1	2

Any comments: \_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION

24. Regarding the future economic growth of city  
our efforts would *best* be spent (please indicate  
yes or no for each item below):

	Yes	No
Attracting new industry .....	1	2
Attracting new retail business .....	1	2
Attracting new service business .....	1	2
Attracting tourism .....	1	2
Supporting and expanding existing business and industry .....	1	2

25. I located my business here because (please indicate  
yes or no for each item below):

	Yes	No
a. Transportation center .....	1	2
b. Purchased existing business .....	1	2
c. Low tax rate .....	1	2
d. Familiar with area .....	1	2
e. Customer base .....	1	2
f. Cost of labor .....	1	2
g. Close to distribution of products .....	1	2
h. Close to suppliers .....	1	2
i. Small town atmosphere .....	1	2

26. Are there adequate areas  
available in city  
for future business expansion?

Yes	No
1	2

27. Do you belong to the city  
Chamber of Commerce?

Yes	No
1	2

If no, why not \_\_\_\_\_  
\_\_\_\_\_

28. Which goods or services not  
currently provided in city  
are needed to strengthen the  
local business economy?

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

29. Any further comments on what you  
think might help the business  
climate of city?

Comments \_\_\_\_\_  
\_\_\_\_\_





## COMMUNITY ATTITUDE SURVEY FOR

Surveys must be returned by \_\_\_\_\_

Please mail or deliver to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
1. The general appearance of:						
a. Downtown business areas.....	5	4	3	2	1	_____
b. Residential areas .....	5	4	3	2	1	_____
c. Industrial areas .....	5	4	3	2	1	_____
d. Highway commercial areas.....	5	4	3	2	1	_____
e. ....	5	4	3	2	1	_____
2. The availability of shopper parking .....	5	4	3	2	1	_____
3. General attitude of local merchants toward encouraging local trade .....	5	4	3	2	1	_____
4. General attitude of retail clerks .....	5	4	3	2	1	_____

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
5. School facilities:						
a. Elementary (grades K-8) .....	5	4	3	2	1	_____
b. High school (grades 9-12) .....	5	4	3	2	1	_____
6. Local school curriculum:						
a. Elementary (grades K-8) .....	5	4	3	2	1	_____
b. High school (grades 9-12) .....	5	4	3	2	1	_____
7. The relationship between the community and the professional staff at school. ....	5	4	3	2	1	_____
8. The use of school facilities for community programs, recreation, meetings, etc. ....	5	4	3	2	1	_____
9. Supply of suitable:						
a. Houses for purchase .....	5	4	3	2	1	_____
b. Apartments or houses for rent .....	5	4	3	2	1	_____
c. Housing for the elderly .....	5	4	3	2	1	_____
d. Housing for low income .....	5	4	3	2	1	_____
e. Mobile home parks .....	5	4	3	2	1	_____
10. Recreational facilities:						
a. City parks .....	5	4	3	2	1	_____
b. Shelters & picnic facilities .....	5	4	3	2	1	_____
c. Ball fields .....	5	4	3	2	1	_____
d. Tennis courts .....	5	4	3	2	1	_____
e. Swimming pool .....	5	4	3	2	1	_____
f. ....	5	4	3	2	1	_____

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
11. Recreational programs in the community for:						
a. Young children .....	5	4	3	2	1	_____
b. Teenagers .....	5	4	3	2	1	_____
c. Adults .....	5	4	3	2	1	_____
d. Senior citizens .....	5	4	3	2	1	_____
12. Medical facilities and services:						
a. Hospital(s) .....	5	4	3	2	1	_____
b. Nursing home(s) .....	5	4	3	2	1	_____
c. Doctor(s).....	5	4	3	2	1	_____
13. The responsiveness of City Government and leadership to the needs of the citizens of .....	5	4	3	2	1	_____
14. The Chamber of Commerce in .....	5	4	3	2	1	_____
15. The Development Company of .....	5	4	3	2	1	_____
16. Please rate the following services:						
a. Fire protection .....	5	4	3	2	1	_____
b. Police protection .....	5	4	3	2	1	_____
c. Street maintenance .....	5	4	3	2	1	_____
d. Library facilities .....	5	4	3	2	1	_____
e. Ambulance .....	5	4	3	2	1	_____
f. City planning and zoning .....	5	4	3	2	1	_____
g. Sewage treatment .....	5	4	3	2	1	_____
h. Garbage collection .....	5	4	3	2	1	_____
i. Animal control .....	5	4	3	2	1	_____
j. Natural gas .....	5	4	3	2	1	_____
k. Electricity .....	5	4	3	2	1	_____
l. Cable TV .....	5	4	3	2	1	_____
m. Telephone .....	5	4	3	2	1	_____
n. Water .....	5	4	3	2	1	_____

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
17. Hours of operation:						
a. Library .....	5	4	3	2	1	_____
b. Banks .....	5	4	3	2	1	_____
c. City offices .....	5	4	3	2	1	_____
d. County offices .....	5	4	3	2	1	_____
e. Local businesses .....	5	4	3	2	1	_____
f. Post office .....	5	4	3	2	1	_____
18. The availability of job opportunities:						
a. Full-time .....	5	4	3	2	1	_____
b. Part-time .....	5	4	3	2	1	_____
c. Recent high school graduates .....	5	4	3	2	1	_____
d. Recent college graduates .....	5	4	3	2	1	_____
e. Summer work for students .....	5	4	3	2	1	_____
f. Overall .....	5	4	3	2	1	_____
19. The overall quality of job opportunities .....	5	4	3	2	1	_____
20. Should one evening a week be set aside for businesses to remain open in			Yes 1	No 2		
21. Which night do you suggest businesses stay open in						
			Monday .....	1		
			Tuesday .....	2		
			Wednesday .....	3		
			Thursday .....	4		
			Friday .....	5		
			Saturday .....	6		
			Sunday .....	7		
22. Would you support a city sales tax if the amount collected was used to decrease your real estate taxes?			Yes 1	No 2		
			Any comments _____			

CIRCLE ONLY ONE NUMBER

CIRCLE ONE NUMBER FOR EACH QUESTION

23. Overall, how much do you  
spend on goods and services  
outside of

Hardly any (less than 10%) ..... 1  
Some (10-30%) ..... 2  
Quite a bit (30-50%) ..... 3  
A great deal (50% or more) ..... 4

24. Before you bought something outside  
of your city, did you first check to  
see if it was available in

Yes                      No  
1                        2

25. Where do you *usually* purchase  
the following goods and services?

CIRCLE ONLY ONE NUMBER  
PER ROW

a. Groceries.....	1	2	3	4	5	6
b. Dining at fine restaurants.....	1	2	3	4	5	6
c. Fast food.....	1	2	3	4	5	6
d. Entertainment/movies, etc. ....	1	2	3	4	5	6
e. Men's clothing.....	1	2	3	4	5	6
f. Women's clothing.....	1	2	3	4	5	6
g. Children's clothing.....	1	2	3	4	5	6
h. Shoes.....	1	2	3	4	5	6
i. Drugs/medicine.....	1	2	3	4	5	6
j. Farm equipment.....	1	2	3	4	5	6
k. Hardware.....	1	2	3	4	5	6
l. Building materials.....	1	2	3	4	5	6
m. Appliances, large.....	1	2	3	4	5	6
n. Furniture.....	1	2	3	4	5	6
o. Sporting/recreation equip. ....	1	2	3	4	5	6
p. Automobiles.....	1	2	3	4	5	6
q. Auto parts (tires, batteries, etc.).....	1	2	3	4	5	6
r. Gasoline.....	1	2	3	4	5	6
s. Legal and accounting.....	1	2	3	4	5	6
t. Doctor.....	1	2	3	4	5	6
u. Hospital.....	1	2	3	4	5	6
v. Optometrist.....	1	2	3	4	5	6
w. Dentist.....	1	2	3	4	5	6
x. Veterinarian.....	1	2	3	4	5	6
y. Beautician/barber.....	1	2	3	4	5	6
z. Insurance.....	1	2	3	4	5	6

CIRCLE ONE NUMBER FOR EACH QUESTION

- |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| aa. Bankers/financial services .....        | 1 | 2 | 3 | 4 | 5 | 6 |
| bb. Appliance repair .....                  | 1 | 2 | 3 | 4 | 5 | 6 |
| cc. T.V. repair .....                       | 1 | 2 | 3 | 4 | 5 | 6 |
| dd. Plumbing repair .....                   | 1 | 2 | 3 | 4 | 5 | 6 |
| ee. Heating & air conditioning repair ..... | 1 | 2 | 3 | 4 | 5 | 6 |
| ff. Electrical repair .....                 | 1 | 2 | 3 | 4 | 5 | 6 |

26. Regarding the future economic growth of our efforts would best be spent (please indicate yes or no for each item below):

- |  | Yes | No |
|--|-----|----|
| a. Attracting new industry .....                                 | 1   | 2  |
| b. Attracting new retail business .....                          | 1   | 2  |
| c. Attracting new service business .....                         | 1   | 2  |
| d. Attracting tourism .....                                      | 1   | 2  |
| e. Supporting and expanding existing business and industry ..... | 1   | 2  |
| f. Other (please specify) _____ .....                            | 1   | 2  |

27. Would you be willing to work on a volunteer committee to carry out community economic development projects?

Yes	No
1	2

28. Would you attend a town hall meeting to learn the results of this survey and discuss an action plan for

Yes	No
1	2

29. What three specific projects do you think would be most beneficial to your community?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION

The following questions will help us to identify and tabulate specific group attitudes.

30. What is your age?
- |                 |   |
|-----------------|---|
| Under 19 .....  | 1 |
| 19-24 .....     | 2 |
| 25-34 .....     | 3 |
| 35-44 .....     | 4 |
| 45-64 .....     | 5 |
| 65-74 .....     | 6 |
| 75 or more .... | 7 |
31. What is your sex?
- |              |   |
|--------------|---|
| Female ..... | 1 |
| Male .....   | 2 |
32. How many persons in your household?
- |                 |   |
|-----------------|---|
| One .....       | 1 |
| Two .....       | 2 |
| Three .....     | 3 |
| Four .....      | 4 |
| Five .....      | 5 |
| Six or more ... | 6 |
33. How long have you lived in
- |                          |   |
|--------------------------|---|
| Less than one year ..... | 1 |
| 1-4 years .....          | 2 |
| 5-9 years .....          | 3 |
| 10-19 years .....        | 4 |
| 20 or more .....         | 5 |
34. How many members of your household 18 years or older are:
- |   | None | One | Two | Three | Four or More |
|---|------|-----|-----|-------|--------------|
| a. retired .....                                    | 0    | 1   | 2   | 3     | 4            |
| b. employed full-time or part-time .....            | 0    | 1   | 2   | 3     | 4            |
| c. employed but would change for a better job ..... | 0    | 1   | 2   | 3     | 4            |
| d. unemployed and looking for work .....            | 0    | 1   | 2   | 3     | 4            |
| e. unemployed and not looking for work .....        | 0    | 1   | 2   | 3     | 4            |
35. How many wage earners reside in your household?
- |                     |   |
|---------------------|---|
| None .....          | 0 |
| One .....           | 1 |
| Two .....           | 2 |
| Three or more ..... | 3 |
36. Are any children in your household currently attending Public School in
- |     |    |
|-----|----|
| Yes | No |
| 1   | 2  |
37. Do you:
- |                                   |   |
|-----------------------------------|---|
| Own or are buying your home ..... | 1 |
| Rent .....                        | 2 |





## BUSINESS SURVEY FOR

Surveys must be returned by \_\_\_\_\_

Deliver completed surveys to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

1. Type of product or service you provide:
 

Retail goods .....	1
Wholesale goods .....	2
Consumer or business services .....	3
Manufacturing/industrial .....	4
  
2. Do you have any problem(s) hiring employees?
 

Yes	No
1	2
  
3. Are newly-hired employees adequately prepared to do the job?
 

Yes	No
1	2
  
4. How long have you been operating in this location?
 

Less than one year .....	1
1-2 years .....	2
3-4 years .....	3
5-9 years .....	4
10 or more years .....	5
  
5. Did you start your business at this location?
 

Yes .....	1
No, started at another location in .....	2
No, started at another location outside of ...	3
  
6. What are your business plans for the next two to three years? (Please indicate yes or no for each item below.)
 

	Yes	No
a. Expand in present location .....	1	2
b. Reduce goods and/or services .....	1	2
c. Add employees .....	1	2
d. Reduce the number of employees .....	1	2
e. Relocate business within .....	1	2
f. Relocate business outside of .....	1	2
g. Close business .....	1	2
h. No change .....	1	2

CIRCLE ONE NUMBER FOR EACH QUESTION

- 7a. Do you currently own the property  
in which you operate?

Yes  
1

No  
2

→ 7b. If no, is the owner  
located in

↓

Yes No  
1 2

8. Most of my customers come from:

..... 1  
Elsewhere in ... 2  
Outside .... 3

9. How much of your business comes from  
outside of

Hardy any (less than 10%) ..... 1  
Some (10-30%) ..... 2  
Quite a bit (30-50%) ..... 3  
A great deal (50% or more) ..... 4

10. The most important reason(s) people  
do business with me is (please indicate  
yes or no for each item below):

	Yes	No
a. Price .....	1	2
b. Selection .....	1	2
c. Quality of service .....	1	2
d. Promotion/marketing of goods and services .....	1	2
e. Store/business appearance .....	1	2
f. Community loyalty .....	1	2
g. ....	1	2

11. These towns provide significant  
competition for my business (please indicate  
yes or no for each item below).

	Yes	No
a. ....	1	2
b. ....	1	2
c. ....	1	2
d. ....	1	2
e. ....	1	2

CIRCLE ONE NUMBER FOR EACH QUESTION

12. How do this year's sales compare with past years?

Much better ..... 1  
 A little better ..... 2  
 About the same ..... 3  
 A little worse ..... 4  
 Much worse ..... 5

13. The following areas might improve my business operations (please indicate yes or no for each item below):

	Yes	No
a. Better marketing and promotion .....	1	2
b. Improved transportation routes .....	1	2
c. Improvements to business property .....	1	2
d. More cooperation among merchants .....	1	2
e. Better qualified labor force .....	1	2
f. Better community "image" .....	1	2
g. More debt and equity capital .....	1	2
h. Less costly debt and equity capital .....	1	2
i. More support from Chamber of Commerce .....	1	2
j. ....	1	2

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
14. The general appearance of:						
a. Downtown business areas .....	5	4	3	2	1	
b. Residential areas .....	5	4	3	2	1	
c. Industrial areas .....	5	4	3	2	1	
d. Highway commercial areas .....	5	4	3	2	1	
e. ....	5	4	3	2	1	
15. Availability of shopper parking .....	5	4	3	2	1	
16. General attitude of local merchants toward encouraging local trade .....	5	4	3	2	1	
17. Responsiveness of City Government and leadership to the needs of the citizens of .....	5	4	3	2	1	

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
18. The Chamber of Commerce of .....	5	4	3	2	1	
19. Please rate the following services:						
a. Fire protection .....	5	4	3	2	1	
b. Police protection .....	5	4	3	2	1	
c. Street maintenance .....	5	4	3	2	1	
d. City planning and zoning .....	5	4	3	2	1	
e. Sewage treatment .....	5	4	3	2	1	
f. Garbage collection .....	5	4	3	2	1	
g. Animal control .....	5	4	3	2	1	
h. Natural gas .....	5	4	3	2	1	
i. Electricity .....	5	4	3	2	1	
j. Telephone .....	5	4	3	2	1	
k. Water .....	5	4	3	2	1	
20. Hours of operation:						
a. Banks .....	5	4	3	2	1	
b. City offices .....	5	4	3	2	1	
c. County offices .....	5	4	3	2	1	
d. Local businesses .....	5	4	3	2	1	
e. Post Office .....	5	4	3	2	1	
21. Should one evening a week be set aside for businesses to remain open in						<div style="display: flex; justify-content: space-around;"> <span>Yes</span> <span>No</span> </div> <div style="display: flex; justify-content: space-around;"> <span>1</span> <span>2</span> </div>
22. Which night do you suggest businesses stay open in						<div style="display: flex; flex-direction: column; gap: 5px;"> <div>a. Monday ..... 1</div> <div>b. Tuesday ..... 2</div> <div>c. Wednesday ... 3</div> <div>d. Thursday ..... 4</div> <div>e. Friday ..... 5</div> <div>f. Saturday ..... 6</div> <div>g. Sunday ..... 7</div> </div>
CIRCLE ONLY ONE NUMBER						
23. Would you support a city sales tax if it were used to decrease your real estate taxes?						<div style="display: flex; justify-content: space-around;"> <span>Yes</span> <span>No</span> </div> <div style="display: flex; justify-content: space-around;"> <span>1</span> <span>2</span> </div>

Any comments: \_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION

24. Regarding the future economic growth of our efforts would *best* be spent (please indicate yes or no for each item below):

	Yes	No
Attracting new industry .....	1	2
Attracting new retail business .....	1	2
Attracting new service business .....	1	2
Attracting tourism .....	1	2
Supporting and expanding existing business and industry .....	1	2

25. I located my business here because (please indicate yes or no for each item below):

	Yes	No
a. Transportation center .....	1	2
b. Purchased existing business .....	1	2
c. Low tax rate .....	1	2
d. Familiar with area .....	1	2
e. Customer base .....	1	2
f. Cost of labor .....	1	2
g. Close to distribution of products .....	1	2
h. Close to suppliers .....	1	2
i. Small town atmosphere .....	1	2

26. Are there adequate areas available in for future business expansion?

Yes	No
1	2

27. Do you belong to the Chamber of Commerce?

Yes	No
1	2

If no, why not \_\_\_\_\_

28. Which goods or services not currently provided in are needed to strengthen the local business economy?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

29. Any further comments on what you think might help the business climate of

Comments \_\_\_\_\_



## Community Facilities Profile

### Streets

1. What percentage of streets are paved and/or hard surfaced, exclusive of State Highways? \_\_\_\_\_
2. What percentage of the business district is paved and/or hard surfaced, with a curb? \_\_\_\_\_
3. Are there on-street parking regulations? \_\_\_\_\_ yes \_\_\_\_\_ no
4. Is there off-street parking in the central business district?  
\_\_\_\_\_ yes \_\_\_\_\_ no
5. Is street lighting adequate in residential and business districts?  
\_\_\_\_\_ yes \_\_\_\_\_ no

### Utilities

#### Electricity

1. What is the current KW capacity? \_\_\_\_\_
2. What is the current KW peak demand? \_\_\_\_\_
3. What are your additional sources of electrical power? \_\_\_\_\_  
\_\_\_\_\_

#### Gas

1. Is natural gas service available? \_\_\_\_\_ yes \_\_\_\_\_ no
2. Is there adequate natural gas available for future industrial expansion?  
\_\_\_\_\_

### Solid Waste Management

1. Are there city ordinances in place relating to the collection of solid waste? \_\_\_\_\_ yes \_\_\_\_\_ no



2. Is there an ongoing recycling program available to residents?  
       \_\_\_\_\_ yes       \_\_\_\_\_ no  
       Items collected: Paper \_\_\_\_\_ Aluminum cans \_\_\_\_\_ Glass \_\_\_\_\_  
                                   Other \_\_\_\_\_
3. Are provisions made for industries and businesses which must use a licensed landfill for special and/or small quantity hazardous wastes?  
       \_\_\_\_\_ yes       \_\_\_\_\_ no
4. Is the disposal site licensed?       \_\_\_\_\_ yes       \_\_\_\_\_ no
5. Is the site operated so that it does not create a nuisance or public health hazard?       \_\_\_\_\_ yes       \_\_\_\_\_ no
6. What is the date of the latest inspection by the Department of Environmental Control? \_\_\_\_\_
7. How many years remain before the current landfill reaches design capacity? \_\_\_\_\_
8. What are the future plans for developing a replacement site for the existing landfill? \_\_\_\_\_  
       \_\_\_\_\_  
       \_\_\_\_\_

#### Wastewater Collection and Treatment

1. What is the grade of certification of the chief operator of the treatment facility? \_\_\_\_\_
2. Are standby operators available?       \_\_\_\_\_ yes       \_\_\_\_\_ no
3. Have permit limitations been exceeded in the past 12 months?  
       \_\_\_\_\_ yes       \_\_\_\_\_ no
4. Was by-passing of your treatment facility necessary within the past 12 months?       \_\_\_\_\_ yes       \_\_\_\_\_ no
5. What percentage of your sanitary and storm sewers are separate?  
       \_\_\_\_\_ percent

### Water Supply

1. Is there an employee (or employees) of the city designated as responsible for 24-hour operation and maintenance of the system?  
\_\_\_\_\_ yes      \_\_\_\_\_ no
2. Are records of water pumped, water delivered, power consumed, operation and maintenance costs, etc., kept and reviewed at least annually by the city administration?      \_\_\_\_\_ yes      \_\_\_\_\_ no
3. Are necessary water system improvements identified in your annual review?      \_\_\_\_\_ yes      \_\_\_\_\_ no
4. What is the source(s) of water supply for your community?  
\_\_\_\_\_
5. Is the water supply usage near capacity? \_\_\_\_\_

### Housing

1. Is there a community Housing Authority?      \_\_\_\_\_ yes      \_\_\_\_\_ no
2. Is there another committee or organization in the community, county or region that is responsible for evaluating the total housing needs of the community and establishing goals and programs to meet those needs?  
\_\_\_\_\_ yes      \_\_\_\_\_ no  
  
Name \_\_\_\_\_
3. Does the community have a local recognition program for home improvements or yard care?      \_\_\_\_\_ yes      \_\_\_\_\_ no  
  
Explain \_\_\_\_\_
4. Has a local building code been adopted in the community?  
\_\_\_\_\_ yes      \_\_\_\_\_ no
5. Are codes enforced by a permit system and inspected by qualified personnel?      \_\_\_\_\_ yes      \_\_\_\_\_ no

### Parks and Recreation

1. Does the community have a full-time parks and recreation director?  
\_\_\_\_\_ yes \_\_\_\_\_ no

2. Are the following recreational facilities satisfactory?

Swimming pool	_____ yes	_____ no
Tennis courts	_____ yes	_____ no
Golf course	_____ yes	_____ no
Playgrounds	_____ yes	_____ no
Ball fields	_____ yes	_____ no

3. Indicate any special attractions in your general area that would entice people to visit the community: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Planning

1. Do you have a planning commission? \_\_\_\_\_ yes \_\_\_\_\_ no

2. Do you have a Comprehensive Development Plan developed/updated within the past five years? \_\_\_\_\_ yes \_\_\_\_\_ no

If no, is one being developed? \_\_\_\_\_ yes \_\_\_\_\_ no

3. Do you have a zoning ordinance? \_\_\_\_\_ yes \_\_\_\_\_ no

4. Does the city prepare an annual Capital Improvement Program?  
\_\_\_\_\_ yes \_\_\_\_\_ no

If yes, does the planning commission review the program and make recommendations to the local governing board?

\_\_\_\_\_ yes \_\_\_\_\_ no

5. Does the city provide systematic (versus a complaint-driven system) zoning and code inspection? \_\_\_\_\_ yes \_\_\_\_\_ no

## Organizational Profile

1a. Please name the responsible or lead organization(s) for your community's economic development: \_\_\_\_\_

Organization's functions & programs: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

b. Please indicate number of staff:

\_\_\_\_\_ full-time, paid staff

\_\_\_\_\_ part-time, paid staff

\_\_\_\_\_ volunteers

\_\_\_\_\_ other, please describe \_\_\_\_\_

\_\_\_\_\_

c. Rate its level of contact with the following organizations:

	High	Low	None
Chamber of Commerce	_____	_____	_____
Development Corp.	_____	_____	_____
Civic Groups	_____	_____	_____
Merchant Association	_____	_____	_____
City/County Commissions	_____	_____	_____
Development District	_____	_____	_____
Council of Governments	_____	_____	_____
Other: _____	_____	_____	_____

- d. Please identify programs and activities that are implemented on a cooperative basis with the following organizations:

	Activities/Programs
Chamber of Commerce	_____
Development Corp.	_____
Civic Groups	_____
Merchant Association	_____
City/County Commissions	_____
Development District	_____
Council of Governments	_____
Other: _____	_____

Financing for Economic Development

- 3a. Does the development organization have a budget for economic development?  
 \_\_\_\_\_ yes    \_\_\_\_\_ no

- b. How is the organization financed? (List sources of funds and amounts.)

_____ City allocation	Amount: _____
_____ County allocation	Amount: _____
_____ Special Assessment Tax	Amount: _____
_____ Memberships/Dues, please list organizations/individuals: _____	
_____ _____	
_____ _____	
_____ _____	Amount: _____
_____ Donations	Amount: _____
_____ Sale of Stock	Amount: _____
_____ Other, please list: _____	
_____ _____	Amount: _____

- c. If there is not a budget, how are the development activities financed?

_____ Grants
_____ Volunteers
_____ Fundraisers
_____ Other, please list: _____

- d. What were the last three development activities financed by the Development Organization? (Please include total project expenditures.)

1. _____	Expenditure: _____
2. _____	Expenditure: _____
3. _____	Expenditure: _____

Development Organization's Primary Functions

4. Does the organization have a public policy statement that includes the reasons why an economic development program is needed and describes what resources are available and how the program will benefit the community?

\_\_\_\_\_ yes \_\_\_\_\_ no

5. Is the policy statement officially endorsed by the area organizations involved in economic development? \_\_\_\_\_ yes \_\_\_\_\_ no

- 6a. Does the organization have a work plan? \_\_\_\_\_ yes \_\_\_\_\_ no

- b. An organizational program of strategies for business start-ups?

\_\_\_\_\_ yes \_\_\_\_\_ no

- c. An organizational program of strategies for existing industry/business expansion?

\_\_\_\_\_ yes \_\_\_\_\_ no

- d. An organizational program of strategies for industrial recruitment?

\_\_\_\_\_ yes \_\_\_\_\_ no

Business Start-ups

- 7a. Please list the organization's programs and services for individuals seeking to start a business: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- b. Has the organization undertaken an assessment of the community's business climate? \_\_\_\_\_ yes \_\_\_\_\_ no

- c. Does the organization have any venture capital available for loans?

\_\_\_\_\_ yes \_\_\_\_\_ no

### Existing Industry and Business

- 8a. Has the organization assessed the economic condition of existing local businesses and industries?    ☐ yes    ☐ no
- b. Has the organization established an early warning system that monitors local business and industrial productivity?    ☐ yes    ☐ no
- c. Has the organization identified real or potential barriers for business and industrial expansion?    ☐ yes    ☐ no
- d. Has the organization established local visitation teams?    ☐ yes    ☐ no

### Business and Industrial Recruitment

- 9a. Does the organization have an industrial site and available vacant buildings?  
      ☐ yes    ☐ no

If yes, please list the following information:

Site/Bldg. Location	Acres/Sq. Ft.	Zoning	Ownership
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

- b. Has the organization developed a business and industrial prospecting program, consisting of:

	yes	no
Site Evaluation	_____	_____
Descriptive Flyers	_____	_____
Targeting Program	_____	_____
Financing	_____	_____
Visitation Teams	_____	_____
Training Programs	_____	_____
Marketing Program	_____	_____
• Direct Mail	_____	_____
• Telemarketing	_____	_____
• Prospect Trips	_____	_____
• Advertising	_____	_____

- c. If the organization has not developed an economic development program, what is being done in the community to secure business and industrial growth? \_\_\_\_\_

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**Organizational Chart for  
Community Economic Development**

10. Does the organization have an organizational chart illustrating how the community is structured for community economic development? \_\_\_\_ yes \_\_\_\_ no

If yes, please illustrate in the space below.





## **Appendix D**

### **Data Coordinator's Role**

- ★ **At its first meeting, the resource team chooses the counties desired for comparison for the Day 1 tables.**

#### **Six Weeks Before Day 1 Strategic Planning Session**

1. Examine computer analysis software and instructions (Appendix H).

#### **Four Weeks Before Day 1 Strategic Planning Session**

1. Run tables (as chosen by resource team) for Day 1; copy and distribute to the local leader and resource team members; give one good original of each of the tables to the steering committee liaison.
2. Familiarize yourself with the procedure for entering survey data using the community analysis software. (See instructions on the following page and in Appendix H.)

#### **Three Weeks Before Day 2 Session**

1. Begin entering survey data and processing frequencies. (You should get at least two other volunteers to help you; this is a big job.)
2. Type results onto version 3 of the two questionnaires (included within this appendix).
3. Give completed version 3 questionnaires to steering committee liaison (this must be finished by week 11).



## **Data Table and Questionnaire Instructions**

The community analysis software is designed to perform two major tasks: to provide tables and other information for the Day 1 environmental scan and to provide summaries of the community attitude and business surveys.

### **Economic Data Tables**

See software instructions in Appendix H for details.

### **Community Attitude and Business Survey Summaries**

There are three tasks necessary to provide summaries of the completed surveys. First, the questionnaires must be coded. Second, data from the coded questionnaires must be entered into the computer for analysis, and summaries must be run. Finally, the summaries generated by the computer software must be typed onto version 3 of the questionnaire.

#### *Coding the Questionnaires*

Before entering the questionnaire responses on the computer, the questionnaires usually require minor coding of responses. Coding for both the community attitude survey and the business survey are the same.

For both surveys you must assign a four-digit ID number for each questionnaire. The first questionnaire for both the Community Attitude Survey and the Business Survey should be 0001, the second 0002, and so forth. Write an ID number in the upper left-hand corner of each completed questionnaire. Assigning ID numbers will ensure that no questionnaires will be skipped and that none will be entered into the computer more than once.

After you have assigned an ID number, review each questionnaire to see whether additional coding is required. For most responses no additional coding is required because you can simply enter the number that is circled on the questionnaire. The following exceptions require additional coding:

- 1) If no number is circled, code a 9 (write a 9 at the end of the line and circle it) for the response.
- 2) If two or more choices are circled, cross out the circled choices and code a 9 (except for question 25 on the community attitude survey).
- 3) If you do not use question 1e or 10f on the community attitude survey or question 10g, 13j or 14e on the business survey, code a 9 for these.
- 4) Do not code any comments. You may want to maintain a separate sheet to record comments.

We have found that even though people are instructed to circle only one response to the parts of question 25 on the community survey, they often circle more

than one. Therefore, we have developed a coding scheme that allows for multiple responses:

- 1) If only one number is circled, no additional coding is necessary — you will enter that number.
- 2) If more than one number is circled, code a 7 if your community as well as other(s) are circled, and code an 8 if two or more communities other than yours are circled.
- 3) If no number is circled, code a 9.

The following examples of several questions illustrate how you may apply the above coding rules.

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
1. The general appearance of:						
a. Downtown business areas .....	(5)	4	3	2	1	_____
b. Residential areas .....	5	4	(3)	2	1	_____
c. Industrial areas .....	5	4	3	2	1(9)	_____
d. Highway commercial areas .....	5	4	<del>3</del>	<del>2</del>	1(9)	_____
e.					(9)	_____
2. The availability of shopper parking .....	5	4	3	(2)	1	Too many parking meters

Question 1a. Because a 5 is circled, no additional coding is needed.

Question 1b. Because a 3 is circled, no additional coding is needed.

Question 1c. Because no number is circled, write the number 9 at the end of the line and circle it.

Question 1d. Because more than one number is circled, write the number 9 at the end of the line and circle it.

Question 1e. Because this question was not included, write an e at the left edge of the page, and write the number 9 at the right edge of the page and circle it.

Question 2. Because a 2 is circled, no additional coding is needed. For later reference, you may wish to write the comment on a separate sheet of paper.

21. Which night do you suggest businesses stay open in city?

CIRCLE ONLY ONE NUMBER

Monday ..... 1  
 Tuesday ..... 2  
 Wednesday ..... ~~3~~  
 Thursday ..... ~~4~~  
 Friday ..... 5  
 Saturday ..... 6  
 Sunday ..... 7    ⑨

Question 21. Because more than one number is circled, write a 9 at the end of the line and circle it.

	CIRCLE ONLY ONE NUMBER PER ROW	Your City	City A	City B	City C	City D	City E
a. Groceries .....	①	2	3	4	5	6	
b. Dining at fine restaurants .....	<del>1</del>	2	<del>3</del>	<del>4</del>	5	6	⑦
c. Fast food .....	1	2	<del>3</del>	<del>4</del>	5	6	⑧
d. Entertainment/movies, etc. ....	1	2	3	4	5	6	⑨
e. Men's clothing .....	<del>1</del>	2	<del>3</del>	<del>4</del>	5	6	⑦
f. Women's clothing .....	1	2	3	4	⑤	6	

Question 25a. Because a 1 is circled, no additional coding is needed.

Question 25b. Because a 1 (your city) and a 3 are circled, write a 7 at the end of the line and circle it.

Question 25c. Because a 3 and a 4 are circled (neither of them your city), write an 8 at the end of the line and circle it.

Question 25d. Because no number is circled, write a 9 at the end of the line and circle it.

Question 25e. Because a 1 (your city) and a 3 and a 4 are circled, write a 7 at the end of the line and circle it.

Question 25f. Because a 5 is circled, no additional coding is needed.

29. What three specific projects do you think would be most beneficial to your community?

1. We need a small manufacturing plant
2. We need a new restaurant
3. Downtown needs to be cleaned up

Question 29. Do not code this question. For later reference, you may wish to write the comments on a separate sheet of paper.

Once you have completed coding all the questionnaires, you are ready to begin entering the data into the community analysis software.

### *Entering the Data*

See software instructions (Appendix H) for further details.

### *Presenting the Results*

After all the questionnaires have been coded and the data entered, run the program which summarizes the data. Version 3 of the questionnaires gives you the opportunity to present the results of the survey. In version 3 the numbers corresponding to the responses are not included. In the spaces you should type the percentages given for each response. For example, the software will give you the following results:

Q1a 5--10.0% (50) 4--20.0% (100) 3--50.0% (250) 2--15.0% (75)  
1--5.0% (25) 9--(20)

The results mean that response 5 was selected by 10 percent of the people who validly answered the question, or 50 people. Response 4 was selected by 20 percent of those who gave valid answers (100 people), etc. The number of people who did not answer the question or answered improperly are tabulated for your information, (these are the 9s you coded earlier), but they are not included when calculating percentages.

Going back to the Version 3 questionnaires, you are now ready type the summary information for question 1a. You will enter 10.0 under the *Excellent* column, 20.0 under the *Good* column, 50.0 under the *Satisfactory* column, 15.0 under the *Fair* column, and 5.0 under the *Poor* column. Other results are entered in a similar manner. For example, the results below are entered in the sample on the following page.

Q1b 5--5.0% (25) 4--25.0% (125) 3--50.0% (250) 2--15.0% (75)  
1--5.0% (25) 9--(20)

Q1c 5--10.0% (50) 4--20.0% (100) 3--40.0% (200) 2--25.0% (125)  
1--5.0% (25) 9--(20)

Q1d 5--10.0% (50) 4--20.0% (100) 3--50.0% (250) 2--10.0% (50)  
1--10.0% (50) 9--(20)

Q1e 5--20.0% (100) 4--25.0% (125) 3--50.0% (250) 2--5.0% (25)  
1--0.0% (0) 9--(20)

# COMMUNITY ATTITUDE SURVEY FOR

Surveys must be returned by \_\_\_\_\_

Please mail or deliver to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor
1. The general appearance of:					
a. Downtown business areas .....	10.0%	20.0%	50.0%	15.0%	5.0%
b. Residential areas .....	5.0	25.0	50.0	15.0	5.0
c. Industrial areas .....	10.0	20.0	40.0	25.0	5.0
d. Highway commercial areas .....	10.0	20.0	50.0	10.0	10.0
e. Park Areas .....	20.0	25.0	50.0	5.0	0.0
2. The availability of shopper parking .....					
3. General attitude of local merchants toward encouraging local trade .....					
4. General attitude of retail clerks .....					





Version 3

## COMMUNITY ATTITUDE SURVEY FOR

Surveys must be returned by \_\_\_\_\_

Please mail or deliver to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

Excellent      Good      Satisfactory      Fair      Poor

1. The general appearance of:
  - a. Downtown business areas .....
  - b. Residential areas .....
  - c. Industrial areas .....
  - d. Highway commercial areas .....
  - e. ....
2. The availability of shopper parking .....
3. General attitude of local merchants toward encouraging local trade .....
4. General attitude of retail clerks .....

CIRCLE ONE NUMBER FOR EACH QUESTION

Excellent      Good      Satisfactory      Fair      Poor

5. School facilities:
  - a. Elementary  
(grades K-8) .....
  - b. High school  
(grades 9-12) .....
6. Local school curriculum:
  - a. Elementary  
(grades K-8) .....
  - b. High school  
(grades 9-12) .....
7. The relationship  
between the community  
and the professional  
staff at school. ....
8. The use of school  
facilities for community  
programs, recreation,  
meetings, etc. ....
9. Supply of suitable:
  - a. Houses for purchase .....
  - b. Apartments or houses  
for rent. ....
  - c. Housing for the  
elderly .....
  - d. Housing for  
low income .....
  - e. Mobile home parks .....
10. Recreational facilities:
  - a. City parks .....
  - b. Shelters & picnic  
facilities .....
  - c. Ball fields .....
  - d. Tennis courts .....
  - e. Swimming pool .....
  - f. ....

CIRCLE ONE NUMBER FOR EACH QUESTION

Excellent      Good      Satisfactory      Fair      Poor

11. Recreational programs in  
the community for:
  - a. Young children .....
  - b. Teenagers .....
  - c. Adults .....
  - d. Senior citizens .....
12. Medical facilities  
and services:
  - a. Hospital(s) .....
  - b. Nursing home(s) .....
  - c. Doctor(s).....
13. The responsiveness of  
City Government and  
leadership to the needs  
of the citizens of .....
14. The Chamber of Commerce  
in .....
15. The Development Company  
of .....
16. Please rate the  
following services:
  - a. Fire protection .....
  - b. Police protection .....
  - c. Street maintenance .....
  - d. Library facilities .....
  - e. Ambulance .....
  - f. City planning  
and zoning .....
  - g. Sewage treatment.....
  - h. Garbage collection .....
  - i. Animal control .....
  - j. Natural gas .....
  - k. Electricity .....
  - l. Cable TV .....
  - m. Telephone .....
  - n. Water .....

CIRCLE ONE NUMBER FOR EACH QUESTION

Excellent      Good      Satisfactory      Fair      Poor

17. Hours of operation:

- a. Library .....
- b. Banks .....
- c. City offices .....
- d. County offices .....
- e. Local businesses .....
- f. Post office .....

18. The availability of  
job opportunities:

- a. Full-time .....
- b. Part-time .....
- c. Recent high school  
graduates .....
- d. Recent college  
graduates .....
- e. Summer work  
for students .....
- f. Overall .....

19. The overall quality of  
job opportunities .....

20. Should one evening a week be  
set aside for businesses to  
remain open in

Yes                      No

21. Which night do you suggest businesses  
stay open in

Monday .....  
Tuesday .....  
Wednesday .....  
Thursday .....  
Friday .....  
Saturday .....  
Sunday .....

CIRCLE ONLY ONE NUMBER

22. Would you support a city sales  
tax if the amount collected  
was used to decrease your  
real estate taxes?

Yes                      No

CIRCLE ONE NUMBER FOR EACH QUESTION

23. Overall, how much do you  
spend on goods and services  
outside of

Hardly any (less than 10%) .....  
Some (10-30%) .....  
Quite a bit (30-50%) .....  
A great deal (50% or more) .....

24. Before you bought something outside  
of your city, did you first check to  
see if it was available in

Yes                      No

25. Where do you *usually* purchase  
the following goods and services?

CIRCLE ONLY ONE NUMBER  
PER ROW

- a. Groceries .....
- b. Dining at fine restaurants .....
- c. Fast food .....
- d. Entertainment/movies, etc. ....
- e. Men's clothing .....
- f. Women's clothing .....
- g. Children's clothing .....
- h. Shoes .....
- i. Drugs/medicine.....
- j. Farm equipment.....
- k. Hardware.....
- l. Building materials .....
- m. Appliances, large .....
- n. Furniture .....
- o. Sporting/recreation equip. ....
- p. Automobiles .....
- q. Auto parts (tires,  
batteries, etc.) .....
- r. Gasoline.....
- s. Legal and accounting .....
- t. Doctor .....
- u. Hospital.....
- v. Optometrist .....
- w. Dentist.....
- x. Veterinarian .....
- y. Beautician/barber .....
- z. Insurance.....

CIRCLE ONE NUMBER FOR EACH QUESTION

- aa. Bankers/financial services .....
- bb. Appliance repair .....
- cc. T.V. repair .....
- dd. Plumbing repair .....
- ee. Heating & air conditioning repair .....
- ff. Electrical repair .....

26. Regarding the future economic growth of our efforts would best be spent (please indicate yes or no for each item below):

- |  | Yes | No |
|--|-----|----|
| a. Attracting new industry .....                                 |     |    |
| b. Attracting new retail business .....                          |     |    |
| c. Attracting new service business .....                         |     |    |
| d. Attracting tourism .....                                      |     |    |
| e. Supporting and expanding existing business and industry ..... |     |    |
| f. Other (please specify) _____ .....                            |     |    |

27. Would you be willing to work on a volunteer committee to carry out community economic development projects?
- |  |     |    |
|--|-----|----|
|  | Yes | No |
|--|-----|----|

28. Would you attend a town hall meeting to learn the results of this survey and discuss an action plan for
- |  |     |    |
|--|-----|----|
|  | Yes | No |
|--|-----|----|

29. What three specific projects do you think would be most beneficial to your community?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION

The following questions will help us to identify and tabulate specific group attitudes.

30. What is your age? Under 19 .....  
 19-24 .....  
 25-34 .....  
 35-44 .....  
 45-64 .....  
 65-74 .....  
 75 or more....
31. What is your sex? Female .....  
 Male .....
32. How many persons in your household? One .....  
 Two .....  
 Three .....  
 Four .....  
 Five .....  
 Six or more ...
33. How long have you lived in Less than one year .....  
 1-4 years .....  
 5-9 years .....  
 10-19 years .....  
 20 or more.....
34. How many members of your household  
 18 years or older are: None One Two Three Four  
 or More  
 a. retired .....  
 b. employed full-time or part-time .....  
 c. employed but would change for a better job .....  
 d. unemployed and looking for work .....  
 e. unemployed and not looking for work.....
35. How many wage earners reside  
 in your household? None .....  
 One .....  
 Two .....  
 Three or more .....
36. Are any children in your household currently  
 attending Public School in Yes No
37. Do you: Own or are buying your home .....  
 Rent .....





## BUSINESS SURVEY FOR

Surveys must be returned by \_\_\_\_\_

Deliver completed surveys to \_\_\_\_\_

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

1. Type of product or service you provide:

Retail goods .....  
Wholesale goods .....  
Consumer or business services .....  
Manufacturing/industrial .....

2. Do you have any problem(s) hiring employees?

Yes No

3. Are newly-hired employees adequately prepared  
to do the job?

Yes No

4. How long have you been operating in this location?

Less than one year .....  
1-2 years .....  
3-4 years .....  
5-9 years .....  
10 or more years .....

5. Did you start your business at this location?

Yes .....  
No, started at another location in .....  
No, started at another location outside of ...

6. What are your business plans for the  
next two to three years? (Please indicate  
yes or no for each item below.)

Yes No

a. Expand in present location .....  
b. Reduce goods and/or services .....  
c. Add employees .....  
d. Reduce the number of employees .....  
e. Relocate business within .....  
f. Relocate business outside of .....  
g. Close business .....  
h. No change .....

CIRCLE ONE NUMBER FOR EACH QUESTION

7a. Do you currently own the property  
in which you operate?

Yes

No

→ 7b. If no, is the owner  
located in

↓

Yes

No

8. Most of my customers come from:

.....  
Elsewhere in .....  
Outside .....

9. How much of your business comes from  
outside of

Hardy any (less than 10%) .....  
Some (10-30%) .....  
Quite a bit (30-50%) .....  
A great deal (50% or more) .....

10. The most important reason(s) people  
do business with me is (please indicate  
yes or no for each item below):

Yes No

a. Price .....  
b. Selection .....  
c. Quality of service .....  
d. Promotion/marketing of goods and services .....  
e. Store/business appearance .....  
f. Community loyalty .....  
g. ....

11. These towns provide significant  
competition for my business (please indicate  
yes or no for each item below).

Yes No

a. ....  
b. ....  
c. ....  
d. ....  
e. ....

CIRCLE ONE NUMBER FOR EACH QUESTION

12. How do this year's sales compare with past years?

Much better .....  
 A little better .....  
 About the same .....  
 A little worse .....  
 Much worse .....

13. The following areas might improve my business operations (please indicate yes or no for each item below):

Yes No

- a. Better marketing and promotion .....  
 b. Improved transportation routes .....  
 c. Improvements to business property .....  
 d. More cooperation among merchants .....  
 e. Better qualified labor force .....  
 f. Better community "image" .....  
 g. More debt and equity capital .....  
 h. Less costly debt and equity capital .....  
 i. More support from Chamber of Commerce .....  
 j. ....

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

Excellent Good Satisfactory Fair Poor

14. The general appearance of:

- a. Downtown business areas .....  
 b. Residential areas .....  
 c. Industrial areas .....  
 d. Highway commercial areas .....  
 e. ....

15. The availability of shopper parking .....

16. General attitude of local merchants toward encouraging local trade .....

17. Responsiveness of City Government and leadership to the needs of the citizens of .....

CIRCLE ONE NUMBER FOR EACH QUESTION

Excellent      Good      Satisfactory      Fair      Poor

18. The Chamber of Commerce  
of .....

19. Please rate the  
following services:
- a. Fire protection .....
  - b. Police protection .....
  - c. Street maintenance .....
  - d. City planning and  
zoning .....
  - e. Sewage treatment .....
  - f. Garbage collection .....
  - g. Animal control .....
  - h. Natural gas .....
  - i. Electricity .....
  - j. Telephone .....
  - k. Water .....

20. Hours of operation:
- a. Banks .....
  - b. City offices .....
  - c. County offices .....
  - d. Local businesses .....
  - e. Post Office .....

21. Should one evening a week be set aside for  
businesses to remain open in

Yes      No

22. Which night do you suggest businesses  
stay open in

CIRCLE ONLY ONE NUMBER

- a. Monday .....
- b. Tuesday .....
- c. Wednesday ...
- d. Thursday .....
- e. Friday .....
- f. Saturday .....
- g. Sunday .....

23. Would you support a city sales tax if it were  
used to decrease your real estate taxes?

Yes      No

CIRCLE ONE NUMBER FOR EACH QUESTION

24. Regarding the future economic growth of our efforts would *best* be spent (please indicate yes or no for each item below):

	Yes	No
Attracting new industry .....		
Attracting new retail business .....		
Attracting new service business .....		
Attracting tourism .....		
Supporting and expanding existing business and industry .....		

25. I located my business here because (please indicate yes or no for each item below):

	Yes	No
a. Transportation center .....		
b. Purchased existing business .....		
c. Low tax rate .....		
d. Familiar with area .....		
e. Customer base .....		
f. Cost of labor .....		
g. Close to distribution of products .....		
h. Close to suppliers .....		
i. Small town atmosphere .....		

26. Are there adequate areas available in  
for future business expansion?

Yes	No

27. Do you belong to the Chamber of Commerce?

Yes	No

28. Which goods or services not currently provided in are needed to strengthen the local business economy?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

29. Any further comments on what you think might help the business climate of

Comments \_\_\_\_\_

\_\_\_\_\_



## **Appendix E**

### **Public Relations Liaison's Role**

- ★ **At its first meeting, the resource team decides from whom to request letters and resolutions of support and appropriate team members make initial contacts with city council, chamber of commerce, etc.**

#### **Six Weeks Before Day 1 Strategic Planning Session**

1. Type draft resolutions of support (see samples within this appendix).
2. Circulate resolutions to appropriate organizations and ask for their support.

#### **Four Weeks Before Day 1 Strategic Planning Session**

1. Follow-up resolutions of support and report delays or problems to local leader. Urge local organizations to write letters in support of the S.T.A.R.T. Economic Development effort in your community.
2. Contact the local newspaper to brief a reporter about the strategic planning sessions. Give the reporter a draft story, if needed.
3. Work with the newspaper to develop articles on local attitude surveys, and follow up coverage of results.

#### **One Week After the Day 1 and Day 2 Strategic Planning Sessions and the Day 3 Follow-up Meeting**

1. Give the reporter draft material summarizing the results of each session. (Get minutes from recorder.) See attached samples of news stories in one community.



*Sample Resolution*

STRATEGIC PLANNING FOR  
ECONOMIC DEVELOPMENT RESOLUTION

WHEREAS, the economic stability and resulting quality of community life is directly related to the ongoing attention to new investments in economic enterprises; and

WHEREAS, success in economic development is largely a result of the cooperation and activity of the local municipal government, private and public agencies, organizations, and individuals; and

WHEREAS, the citizens of \_\_\_\_\_ want to help direct current and future changes in the community.

NOW THEREFORE BE IT RESOLVED, that the Mayor and Council of the City of support and join the citizens to declare this City to be a partner in Strategic planning for Economic Development.

PASSED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 1989.

Attest:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor

*Sample Resolution*

STRATEGIC PLANNING FOR  
ECONOMIC DEVELOPMENT RESOLUTION

WHEREAS, local municipal government has a prime responsibility to develop the capacity to undertake a viable economic development effort; and

WHEREAS, community economic development needs and problems can best be determined and solved through a cooperative effort between elected officials and those citizens they represent; and

WHEREAS, the Mayor and Council of the City of \_\_\_\_\_ do herewith pledge their full support, endorsement, and cooperation in carrying out the Strategic Planning process.

NOW THEREFORE BE IT RESOLVED, that the City of \_\_\_\_\_ urges its citizens to join this effort and hereby declares this City to be an official partner in the Strategic Planning for Economic Development.

PASSED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 1988.

Attest:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor

## Resource Team to Develop Data for Survey in Auburn

A resource team from the Auburn Chamber of Commerce met with Alice Schumacher of the University of Nebraska-Omaha Center for Applied Urban Research on Sept. 16 to start planning for a community survey in the community this fall.

The economic development committee of the chamber has discussed the project with sponsors over the past several weeks to determine attitudes and concerns of residents for community resources and future planning.

An outline of preparation of survey forms by the resource group to be finalized by the UNO staff was given the group. The material is expected to be assembled within a couple of weeks, when a steering committee will be formed to handle distribution and provide information on the purpose of the survey.

The UNO specialist said the surveys would seek information which will establish self-perception and attitudes of residents on community and city services, business, recreation, schools, appearance of the community and other data to support preparation of planning for the future.

Responses will be sought from as many residents as possible to gain a cross section of all age groups. Results will be computerized to analyze the data for the steering committee to determine key issues and goals. The action plan is intended to stimulate local economic development.

Input from the resource team for the survey forms is to be completed this week, according to Chairman Fred Obermeyer.

## Urge Early Return Of Questionnaires

The economic development committee of the Auburn Chamber of Commerce has mailed questionnaires to Auburn businessmen and residents to assist in determining strengths and weaknesses of the community in the interest of long range planning.

The committee is anxious to have the questionnaires returned as soon as possible, preferably before Thanksgiving, so that results may be entered in a computer for analysis.

Business questionnaires may be taken to the chamber office or either of the banks in Auburn, while return envelopes were provided residents of the community. Both are essential to effectiveness of the project, according to Fred Obermeyer, chairman.

The committee has two all-day seminars scheduled to condense information for analysis at the University of Nebraska at Omaha, assisting in a pilot project for Nebraska.

## Questionnaires Are Vital to Project

Chamber Manager Teresa Cade said Wednesday that Auburn residents are responding well to the request of the economic development committee to complete the community survey questionnaires mailed recently.

Citizens have been returning the surveys to the chamber office as requested. The committee is planning to have information entered on the sheets into a computer just as soon as possible, so returning the forms before Thanksgiving would be appreciated.

Chairman Fred Obermeyer added that comments from participants make the information more valuable in the research under way to develop long range planning for the community.

## Impressive Response, Community Attitude Survey; Planning Base

An overwhelming 40 per cent of Auburn residents responded to a recent community attitude survey for economic development sponsored by the Auburn Chamber of Commerce and community supporters.

"This is a most unusual response and shows a definite positive attitude and involvement in the community," according to Alice Schumaker, strategic planning project coordinator. Results of the attitude survey and the recent business survey played major roles in the second retreat held Dec. 9 at Peru State College.

Steering committee members studied internal community information to complement the external environmental data presented Nov. 20.

Small group discussions centered on business-marketing, community facilities, and community image. Issues chosen were ranked by

determining their importance to economic development and how well the community is currently addressing them.

Sales tax, lack of a fully developed industrial site, lack of an economic development plan, lack of job opportunities, need for marketing local job training especially at Peru State College, and a need for better communications between the community and police emerged as key issues for Auburn.

Other ranking issues include: lack of availability of certain goods and services in Auburn, housing issues, and betterment of the downtown appearance.

A draft plan of action will be prepared by CAUR staff and presented to the steering committee at the next meeting. A final plan of action for economic development will follow.

Steering committee members present included: James Grant III, Sherry Heskett, Ron Jones, Fred Obermeyer, Teresa Cade, John Chaney, Glenn Krueger, Dick Moody. Others were Daryl Obermeyer, John Twombly, Mike Deggendorf, Betty Filbrandt, Joe Genoa, Mary Kruger and Jim Thomas.

Facilitators of the session were Russell Smith, Alice Schumaker, Jerry Deichert, and Tim Himberger from the UNO Center for Applied Urban Research; B. J. Reed from the UNO Department of Public Administration; and Bob Blair from the Nebraska Department of Economic Development.

Results of the community attitude survey will be published in the near future.

The next meeting will be held at the office of Board of Public Works, Jan. 13 at 9:00 a.m. All steering committee members are urged to attend.

# Town Hall Meeting For Survey Review

The date for the first town hall meeting to review results of the recent community attitude and business surveys in Auburn has been set for Feb. 22 at the 4-H building in Auburn.

Members of the economic development task force from the chamber of commerce met Jan. 27 to prepare for that session, at which a summary of the surveys will be presented and the items selected as most important by residents who responded reported for follow-up action.

More than 40 per cent of the 1600 surveys were returned for analysis by the economic development team. That group has been assisted by Alice Schumaker, consultant and project director from the UNO Center for Applied Urban Research, and Tim Humberger of the same agency. UNO computers analyzed statistics on the surveys, which were rated a most unusual number of responses.

Copies of survey results are available at the Auburn chamber office for residents wishing to review results before the town meeting. Consultants and the committee were pleased that some 87 persons indicated willingness to help work on development of areas of concern indicated in the surveys.

Some nine topics have been listed as priority items from survey results. They include, in no particular order: Lack of a fully developed industrial site; lack of an economic development plan; job opportunities; marketing local training programs; lack of certain retail and service businesses; sales tax if property taxes are lowered; communications between community and police; housing; appearance of downtown Auburn.

The town meeting will be the first in a series if needed, and will be for the purpose of reviewing the background of the project and presenting the information provided to the community in the surveys.

Members of the committee are adding information from internal and external resources to be able to

answer any questions from those attending.

An opportunity for the audience to sign up as volunteers to work on specific areas of concern will be provided. Those indicating willingness to serve will be included in drafting the final action plan for the community.

# Economic Conference Previews Development

Awareness of Auburn's opportunities and limitations was the principal theme of the strategic planning for economic development conference at Peru State College on Nov. 20. The session was part of the chamber of commerce committee's community survey programming.

Besides the Auburn chamber, the all-day conference sponsors included the University of Nebraska at Omaha's Center for Applied Urban Research, Nebraska Dept. of Economic Development and Peru State College.

Economic development concepts such as "leakage" of dollars from the community, importing-exporting of economic wealth, and basic vs. non-basic industries were a few of the economic development concepts explained by Russell Smith, director of CAUR.

Participants working in small groups used basic concepts and local, state and national data to "position" Auburn in relation to its economic environment.

An important finding was that Nemaha county has a higher percentage of manufacturing workers than

Nebraska or the United States, but a smaller number of service workers.

Group facilitators included Alice Schumaker, project coordinator of CAUR; B. J. Reed, UNO Dept. of Public Administration; Jerome Deichert, senior research associate, CAUR; Bob Blair, DED community assistance director, and Tim Humberger, data coordinator, CAUR.

Participants from Auburn included Marvin Gerdes, Ron Jones, Sherry Heskett, Doug Wolford, Fred Obermeyer, Teresa Cade, Betty Filbrandt and James Grant III. Others were Glen Krueger, Dick Moody, Daryl Obermeyer, John Twombly, John Chaney, Mike Deggendorf, Joe Genoa, Mary Kruger and Jim Thomas.

The next meeting on Dec. 9 will focus on results of the recent community attitude survey, business survey, and community facilities survey.

Work groups will develop a set of issues critical to Auburn from the survey data, external factors, and group discussion. From the list of strategic issues, an action plan will be formulated.

## **Appendix F**

### **Steering Committee Liaison's Role**

- ★ **Resource team decides who will be on the steering committee and contacts those individuals personally; gives names to local leader.**

#### **Four Weeks Before Day 1 Strategic Planning Session**

1. Send letter confirming intent of persons to serve on steering committee and informing them of the time and place of the Day 1 meeting. Get names of participants from local leader. Include the facilitator in all your mailings.

#### **One Week Before Day 1 Session**

1. Assemble Participant's Handbooks. See Appendix I for all materials (except actual tables for your area) participants need for Day 1 session. Obtain tables from data coordinator. Note that Appendix I contains some items that you will need to complete (see next step).
2. Type a list of participants; make and type small group assignments (assign individuals randomly—not based on current job or interests). Include with each handbook a cover letter that reminds participants where and when the Day 1 meeting will be, and tell them to bring their Participant's Handbook (emphasize this).
3. Photocopy and three-hole punch the Day 1 materials. Insert the the sets of materials into the three-ring Participant's Handbook binders that were sent to the local leader, and mail these handbooks to participants. Most of the materials should be inserted behind the index marked "Day 1 Meeting Materials." The small group discussion guides and your community's tables should be inserted behind their own indices.

#### **One Week Before Day 2 Session**

1. Assemble Day 2 Participant's Handbook materials. See Appendix J for all materials (except survey results) participants need for Day 2 session. Again some materials will need to be completed first (step 2).

2. Type a list of participants; make and type small group assignments. Include with each packet the minutes from the Day 1 session (get from recorder); survey and profile results (get from computer operator); and a cover letter telling participants to add the Day 2 materials to their Participant's Handbooks behind the appropriate indices. Remind them to bring their handbooks to the Day 2 session, and remind them where and when the Day 2 session is.
3. Photocopy, three-hole punch, and mail Day 2 Participant's Handbook materials.

### **One Week Before Day 3 Meeting**

1. Send out minutes of second session (get from recorder) with a reminder about the time and place of the Day 3 meeting.



## **Appendix G**

### **Small Group Discussion Leaders' Role**

You are responsible for seeing that your group accomplishes its assignment in the amount of time allotted. To do this you have four tasks:

1. Ask someone in the group to volunteer to be a recorder. That person should keep notes on the issues discussed and record the group's conclusions on news print, to be displayed for the larger group when the time comes.
2. After everyone has had time to get settled, start the participants' discussion by asking the first of the discussion questions, which everyone received as a part of the packet for today's meeting.
3. **Make sure your group considers every discussion question in the time allotted.**
4. **Make sure everyone in your group has a chance to contribute, and that the discussion stays on track.** The facilitator will be coming by and listening in on your small group discussion.



**Community Analysis Software and Instructions**

**Appendix H**



## **S.T.A.R.T. Economic Development Community Analysis Software Instructions**

The community analysis software is designed to perform two major functions.

- Prepare data tables for the Day 1 environmental scan; and
- Process data entered from the Community Attitude and Business Surveys. Summaries of these data are used on Day 2.

To run the programs you will need an IBM or IBM-compatible microcomputer with two 5¼-inch disk drives. The package includes three diskettes and a label for your fourth diskette (for questionnaire data).

- Disk 1 contains the environmental scan program necessary to generate the data tables for Day 1.
- Disk 2 contains the data used by the program in Disk 1.
- Disk 3 contains the programs that allow you to input the data from the two surveys and summarize those data.
- Disk 4 (your own, formatted, disk) will hold the data files you create when you enter the survey data.

On the following pages you will find tutorials that show you how to use these disks.



## Environmental Scan Software

Requirements: 256K memory, two disk drives (one may be, and is recommended to be, a hard disk) and DOS 2.0 or higher. a printer is strongly recommended but not required.

The S.T.A.R.T. Program: Disk 1 contains the S.T.A.R.T. Program. To run this program, type START (followed by the ENTER key) at the A> prompt.

**Important Installation Instructions: do not use your original disks. Make copies and keep the original in a safe place.**

The first screen is simply a menu that allows you to continue the analysis or return to DOS.

### Main Menu

<F1> : Select County or Groups of Counties for Analysis  
<F2> : Return to DOS

Hit <F1> to continue.

The second screen allows to select a county or counties for analysis and then generate tables.

### County Selection Screen

<F1> : Select Individual County for Detailed Analysis  
<F2> : Select Neighboring Counties for Comparison  
<F3> : Select Tables  
<F4> : Return to Main Menu

You must select a county before you select the tables, or you will get an error message. Press <F1> to obtain the county selection menu.

1 ->Adams	20 ->Cuming	39 ->Greeley	58 ->Loup	77 ->Sarpy
2 ->Antelope	21 ->Custer	40 ->Hall	59 ->Madison	78 ->Saunders
3 ->Arthur	22 ->Dakota	41 ->Hamilton	60 ->McPherson	79 ->Scotts Bluff
4 ->Banner	23 ->Dawes	42 ->Harlan	61 ->Merrick	80 ->Seward
5 ->Blaine	24 ->Dawson	43 ->Hayes	62 ->Morrill	81 ->Sheridan
6 ->Boone	25 ->Deuel	44 ->Hitchcock	63 ->Nance	82 ->Sherman
7 ->Box Butte	26 ->Dixon	45 ->Holt	64 ->Nemaha	83 ->Sioux
8 ->Boyd	27 ->Dodge	46 ->Hooker	65 ->Nuckolls	84 ->Stanton
9 ->Brown	28 ->Douglas	47 ->Howard	66 ->Otoe	85 ->Thayer
10 ->Buffalo	29 ->Dundy	48 ->Jefferson	67 ->Pawnee	86 ->Thomas
11 ->Burt	30 ->Fillmore	49 ->Johnson	68 ->Perkins	87 ->Thurston
12 ->Butler	31 ->Franklin	50 ->Kearney	69 ->Phelps	88 ->Valley
13 ->Cass	32 ->Frontier	51 ->Keith	70 ->Pierce	89 ->Washington
14 ->Cedar	33 ->Furnas	52 ->Keya Paha	71 ->Platte	90 ->Wayne
15 ->Chase	34 ->Gage	53 ->Kimball	72 ->Polk	91 ->Webster
16 ->Cherry	35 ->Garden	54 ->Knox	73 ->Red Willow	92 ->Wheeler
17 ->Cheyenne	36 ->Garfield	55 ->Lancaster	74 ->Richardson	93 ->York
18 ->Clay	37 ->Gosper	56 ->Lincoln	75 ->Rock	
19 ->Colfax	38 ->Grant	57 ->Logan	76 ->Saline	

Select One County (by its number):

1 You have selected Adams county

Reading Data...

- Please Wait -

Because you hit <F1>, the county selection menu appears on the screen. You may select one county by typing its number and pressing <Return>. In this example we entered the number "1" and will be generating tables for Adams County. The program must read through a large amount of data, so please wait.

After you have selected a county, you are ready to select a table.

#### County Selection Screen

<F1> : Select Individual County for Detailed Analysis  
 <F2> : Select Neighboring Counties for Comparison  
 <F3> : Select Tables  
 <F4> : Return to Main Menu

Enter <F3>.

There are five tables which summarize data exclusively for one county. These tables can be obtained by pressing <F1> through <F5>.

# Adams County Information Menu

- <F1> : Table1- Total Employment
- <F2> : Table2- Distribution of Employment Across Industry Sectors
- <F3> : Table3- Employment Trends for the County, Nebraska, and the U.S.
- <F4> : Table12- Occupations for Employed Persons
- <F5> : Table13- Educational Characteristics
- <F6> : Select Graphs
- <F7> : Return to Main Menu

If you press <F1>, you will get table 1, Total Employment for Adams County.

Because there are too many lines of data to fit on one screen, the table is separated into four parts. <F1> displays the top part of the table (already on the screen).

Table1- Total Employment for Adams County

	Employment			Percentage Change		Employment Distribution		
	1970	1980	1986	1970-80	1980-86	1970	1980	1986
TOTAL EMPLOYMENT	15156	17810	17344	17.5	-2.6	100.0	100.0	100.0
BY TYPE								
Wage and Salary	12647	14661	13728	15.9	-6.4	83.4	82.3	79.2
Proprietors	2509	3149	3616	25.5	14.8	16.6	17.7	20.8
Farm	945	802	734	-15.1	-8.5	6.2	4.5	4.2
Non-Farm 2/	1564	2347	2882	50.1	22.8	10.3	13.2	16.6
BY INDUSTRY								
Farm	1085	1169	958	7.7	-18.0	7.2	6.6	5.5
Non-Farm	14071	16641	16386	18.3	-1.5	92.8	93.4	94.5

ESC -back to county menu    RETURN -look at footnotes <F4> Print Table  
 <F1> Top Table On            <F2> Middle Table On            <F3> Bottom Table On

<F2> retrieves the middle part of the table.

Table1- Total Employment for Adams County

	Employment			Percentage Change		Employment Distribution		
	1970	1980	1986	1970-80	1980-86	1970	1980	1986
-----								
BY INDUSTRY								
Private	11048	13975	13873	26.5	-0.7	72.9	78.5	80.0
Ag-Serv.,								
For.,	47	133	214	183.0	60.9	0.3	0.7	1.2
Fish.,								
Other 3/								
Mining	40	52	15	30.0	-71.2	0.3	0.3	0.1
Construction	647	1129	717	74.5	-36.5	4.3	6.3	4.1
Manufact.	1950	2255	2091	15.6	-7.3	12.9	12.7	12.1
Transport.,								
Public Util.	909	749	896	-17.6	19.6	6.0	4.2	5.2

ESC -back to county menu    RETURN -look at footnotes <F4> Print Table  
 <F1> Top Table On            <F2> Middle Table On        <F3> Bottom Table On

<F3> retrieves the bottom of the table.

Table1- Total Employment for Adams County

	Employment			Percentage Change		Employment Distribution		
	1970	1980	1986	1970-80	1980-86	1970	1980	1986
-----								
BY INDUSTRY								
Wholesale Trade	625	1355	1123	116.8	-17.1	4.1	7.6	6.5
Retail Trade	2983	3530	3204	18.3	-9.2	19.7	19.8	18.5
Finance,								
Insurance,								
Real Estate	482	768	849	59.3	10.5	3.2	4.3	4.9
Services	3365	4004	4764	19.0	19.0	22.2	22.5	27.5
Govt & Govt Ent.	3023	2666	2513	-11.8	-5.7	19.9	15.0	14.5
Fed./Civilian	159	123	134	-22.6	8.9	1.0	0.7	0.8
Military	334	214	206	-35.9	-3.7	2.2	1.2	1.2
State/Local	2530	2329	2173	-7.9	-6.7	16.7	13.1	12.5

ESC -back to county menu    RETURN -look at footnotes <F4> Print Table  
 <F1> Top Table On            <F2> Middle Table On        <F3> Bottom Table On



While you are viewing any section of the table, you may press <Return>. This will place the footnotes on the screen.

Table1- Total Employment for Adams County

	Employment			Percentage Change		Employment Distribution		
	1970	1980	1986	1970-80	1980-86	1970	1980	1986
BY INDUSTRY								
Wholesale Trade	625	1355	1121					
Retail Trade	2983	3530	3201					
Finance,								
Insurance,								
Real Estate	482	768	841					
Services	3365	4004	4761					
Govt & Govt Ent.	3023	2666	2511					
Fed./Civilian	159	123	131					
Military	334	214	201					
State/Local	2530	2329	2171					
1/ 1969-74 based on 1967 SIC. 2/ 1975-86 based on 1972 SIC. 3/ Excludes Limited Partners 4/ "Other" includes # of jobs held by U.S residents employed by Intl. Org., foreign embassies & consulates in the U.S. 5/ Not shown to avoid disclosure of confidential information 6/ less than 10 jobs. Estimates are included in Total.								
Press <F1>, <F2>, or <F3> to turn off this window								
ESC -back to county menu	RETURN -look at footnotes			<F4> Print Table				
<F1> Top Table On	<F2> Middle Table On			<F3> Bottom Table On				

Hitting <F4> will print the entire table. Pushing the ESC key will return you back to the county selection screen, where you may select another table or other counties, or return to the main menu. If you enter <F2>, you will be able to select additional counties for comparison.

If you want to compare Adams County with some of its neighbors, you should first type a "1" and then press <Return>. For comparisons, you could include Buffalo and Hall Counties. Therefore, you must enter a "10" and a "40".

1 ->Adams	20 ->Cuming	39 ->Greeley	58 ->Loup	77 ->Sarpy
2 ->Antelope	21 ->Custer	40 ->Hall	59 ->Madison	78 ->Saunders
3 ->Arthur	22 ->Dakota	41 ->Hamilton	60 ->McPherson	79 ->Scotts Bluff
4 ->Banner	23 ->Dawes	42 ->Harlan	61 ->Merrick	80 ->Seward
5 ->Blaine	24 ->Dawson	43 ->Hayes	62 ->Morrill	81 ->Sheridan
6 ->Boone	25 ->Deuel	44 ->Hitchcock	63 ->Nance	82 ->Sherman
7 ->Box Butte	26 ->Dixon	45 ->Holt	64 ->Nemaha	83 ->Sioux
8 ->Boyd	27 ->Dodge	46 ->Hooker	65 ->Nuckolls	84 ->Stanton
9 ->Brown	28 ->Douglas	47 ->Howard	66 ->Otoe	85 ->Thayer
10 ->Buffalo	29 ->Dundy	48 ->Jefferson	67 ->Pawnee	86 ->Thomas
11 ->Burt	30 ->Fillmore	49 ->Johnson	68 ->Perkins	87 ->Thurston
12 ->Butler	31 ->Franklin	50 ->Kearney	69 ->Phelps	88 ->Valley
13 ->Cass	32 ->Frontier	51 ->Keith	70 ->Pierce	89 ->Washington
14 ->Cedar	33 ->Furnas	52 ->Keya Paha	71 ->Platte	90 ->Wayne
15 ->Chase	34 ->Gage	53 ->Kimball	72 ->Polk	91 ->Webster
16 ->Cherry	35 ->Garden	54 ->Knox	73 ->Red Willow	92 ->Wheeler
17 ->Cheyenne	36 ->Garfield	55 ->Lancaster	74 ->Richardson	93 ->York
18 ->Clay	37 ->Gosper	56 ->Lincoln	75 ->Rock	
19 ->Colfax	38 ->Grant	57 ->Logan	76 ->Saline	

Enter the county by its number (0 if no more counties):

1 You have selected Adams county

10 You have selected Buffalo county

40 You have selected Hall county

0

When you have selected all the counties you want (up to nine), you must enter a "0" to return to the county selection menu. Now you can press <F3> to select the tables that allow for comparisons.

There are eight tables which compare more than one county. These tables can be obtained by pressing <F1> through <F8>.

#### Tables Available for County Comparisons

<F1>	: Table4-	Total Employment and Percentage Changes
<F2>	: Table5-	Population Changes in Nebraska and Selected Counties
<F3>	: Table6-	Unemployment Rates
<F4>	: Table7-	Total and Price Adjusted Personal Income
<F5>	: Table8-	Total and Price Adjusted Farm Income
<F6>	: Table9-	Net Taxable Sales
<F7>	: Table10-	Total Motor Vehicle Taxable Sales
<F8>	: Table11-	Total and Price Adjusted Assessed Valuation

If you press <F1>, you will get table 4, Total Employment and Percentage Changes.

Table4- Total Employment and Percentage Changes by County

	1970	1980	1986	% Change 1970-80	% Change 1980-86
Adams	15156	17810	17344	17.5	-2.6
Buffalo	13381	19045	20159	42.3	5.8
Hall	22350	28713	28934	28.5	0.8

Source: County Business Patterns 1970, 1980, 1986

<F1>: Go back to table menu

ESC: Go back to county menu

<F2>: Look at footnotes

<F3>: Print the table

At the bottom of the screen are a number of options which allow you go back to other tables or print this table. [Because there are too many lines of data to fit on one screen, the table is separated into text and footnotes.] <F2> displays the footnotes. Press <F1> and you will be able to select additional tables.

Repeat the above procedures until you have viewed and/or printed all the tables necessary for the environmental scan. Congratulations!



## Community Attitude and Business Survey Software

Now you have all the questionnaires coded. Thank goodness! You are ready to begin entering the data into the community attitude and business survey analysis software.

There are three separate programs on Disk 3.

- **CSURVEY** This program is used to enter data from the community attitude survey and generate summaries of those data.
- **BSURVEY** This program is used to enter data from the business survey and generate summaries of those data.
- **MERGE.COM** This program is used to merge several data files into one (see page H-24).

To run the survey analysis software, place Disk 3 in drive A and Disk 4 in drive B. Now type **CSURVEY** and press **RETURN**. Although the following description is for the community attitude survey, the program for the business survey is similar. The only differences are the data entry screens.

The first screen is a menu that allows you to open a new file, edit an existing file, run summaries of the completed file, or exit to DOS.

Welcome to the "START"  
Community Attitude Survey Program

< Main Menu >

-----

<F1> : Open a New File  
<F2> : EDIT an Existing FILE  
<F3> : Run Summaries  
<F4> : Return to DOS

Hit <F1> to open a new file.

## < CREATING A NEW FILE >

Place a blank formatted diskette in drive "B"

YES = Program will create a new file on drive "B"  
if no Community Survey file currently exists.

NO = Will return you to Main Menu

Enter Y(yes), N(no), or press escape key

You have the option to create a new data file or return to the main menu. (Escape will always take you to the previous screen.) If there is already a data file in place, you should go back to the main menu where you have the option to edit it or to run summaries. Existing data will not be erased. If you want to open a new data file you must use a diskette that contains no existing data files. Use the "open a new file" option when you start entering data in a new file; if you wish to add to an existing data file, use the "edit an existing file" option on the main menu. **To avoid costly errors, always back up any data file that you have created.**

When a new file is created, two files are actually opened: a data file and a counter file. The counter file keeps track of the number of questionnaires entered.

The following pages illustrate the data entry forms that you will fill out on the screen. Both the community attitude survey form and the business survey form are included here. In the software, they are found in separate programs.

The numbers in the left column correspond to the question numbers. The numbers in the right column represent the valid codes for each question.

You will enter data in the center column, replacing the 0s, starting with the ID number for each questionnaire. After entering the ID number, press RETURN or ENTER to continue.

- To enter numbers, press number key then use up or down arrow key.
- To change a number that has already been entered, position cursor where change is desired (using up or down arrows), then press number key desired.
- If you type an invalid number, the computer will "beep" and the cursor will move to the place to be corrected. Enter the correct number; then press ENTER to proceed to next entry. (If by mistake you press an arrow key when making the correction, a letter will appear. To correct, use the backspace or left arrow key and enter the correct number. You must press ENTER after correcting an *invalid* entry before making the next entry.)
- To go to next screen, press <F1>.
- Press ESCAPE when the record for a given ID number has been completely entered. This will save that record and bring you to a new record, ready for data entry.
- Type 9999 in the ID number space to quit inputting records and to return to Main Menu.

COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q1a	0	1,2,3,4,5,9
Q1b	0	1,2,3,4,5,9
Q1c	0	1,2,3,4,5,9
Q1d	0	1,2,3,4,5,9
Q1e	0	1,2,3,4,5,9
Q2	0	1,2,3,4,5,9
Q3	0	1,2,3,4,5,9
Q4	0	1,2,3,4,5,9
Q5a	0	1,2,3,4,5,9
Q5b	0	1,2,3,4,5,9
Q6a	0	1,2,3,4,5,9
Q6b	0	1,2,3,4,5,9
Q7	0	1,2,3,4,5,9
Q8	0	1,2,3,4,5,9
Q9a	0	1,2,3,4,5,9
Q9b	0	1,2,3,4,5,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing <F1> will take you to the next screen.

Note: You *must* press <F1> to bring up the next screen. If you press the down arrow instead, the cursor will move to the first question on the present screen, and any number you type will replace the data entered previously.

COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q9c	0	1,2,3,4,5,9
Q9d	0	1,2,3,4,5,9
Q9e	0	1,2,3,4,5,9
Q10a	0	1,2,3,4,5,9
Q10b	0	1,2,3,4,5,9
Q10c	0	1,2,3,4,5,9
Q10d	0	1,2,3,4,5,9
Q10e	0	1,2,3,4,5,9
Q10f	0	1,2,3,4,5,9
Q11a	0	1,2,3,4,5,9
Q11b	0	1,2,3,4,5,9
Q11c	0	1,2,3,4,5,9
Q11d	0	1,2,3,4,5,9
Q12a	0	1,2,3,4,5,9
Q12b	0	1,2,3,4,5,9
Q12c	0	1,2,3,4,5,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing <F1> will take you to the next screen.

## COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q13	0	1,2,3,4,5,9
Q14	0	1,2,3,4,5,9
Q15	0	1,2,3,4,5,9
Q16a	0	1,2,3,4,5,9
Q16b	0	1,2,3,4,5,9
Q16c	0	1,2,3,4,5,9
Q16d	0	1,2,3,4,5,9
Q16e	0	1,2,3,4,5,9
Q16f	0	1,2,3,4,5,9
Q16g	0	1,2,3,4,5,9
Q16h	0	1,2,3,4,5,9
Q16i	0	1,2,3,4,5,9
Q16j	0	1,2,3,4,5,9
Q16k	0	1,2,3,4,5,9
Q16l	0	1,2,3,4,5,9
Q16m	0	1,2,3,4,5,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.

## COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q16n	0	1,2,3,4,5,9
Q17a	0	1,2,3,4,5,9
Q17b	0	1,2,3,4,5,9
Q17c	0	1,2,3,4,5,9
Q17d	0	1,2,3,4,5,9
Q17e	0	1,2,3,4,5,9
Q17f	0	1,2,3,4,5,9
Q18a	0	1,2,3,4,5,9
Q18b	0	1,2,3,4,5,9
Q18c	0	1,2,3,4,5,9
Q18d	0	1,2,3,4,5,9
Q18e	0	1,2,3,4,5,9
Q18f	0	1,2,3,4,5,9
Q19	0	1,2,3,4,5,9
Q20	0	1,2,9
Q21	0	1,2,3,4,5,6,7,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.



COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q22	0	1,2,9
Q23	0	1,2,3,4,9
Q24	0	1,2,9
Q25a	0	1,2,3,4,5,6,7,8,9
Q25b	0	1,2,3,4,5,6,7,8,9
Q25c	0	1,2,3,4,5,6,7,8,9
Q25d	0	1,2,3,4,5,6,7,8,9
Q25e	0	1,2,3,4,5,6,7,8,9
Q25f	0	1,2,3,4,5,6,7,8,9
Q25g	0	1,2,3,4,5,6,7,8,9
Q25h	0	1,2,3,4,5,6,7,8,9
Q25i	0	1,2,3,4,5,6,7,8,9
Q25j	0	1,2,3,4,5,6,7,8,9
Q25k	0	1,2,3,4,5,6,7,8,9
Q25l	0	1,2,3,4,5,6,7,8,9
Q25m	0	1,2,3,4,5,6,7,8,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing <F1> will take you to the next screen.

COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q25n	0	1,2,3,4,5,6,7,8,9
Q25o	0	1,2,3,4,5,6,7,8,9
Q25p	0	1,2,3,4,5,6,7,8,9
Q25q	0	1,2,3,4,5,6,7,8,9
Q25r	0	1,2,3,4,5,6,7,8,9
Q25s	0	1,2,3,4,5,6,7,8,9
Q25t	0	1,2,3,4,5,6,7,8,9
Q25u	0	1,2,3,4,5,6,7,8,9
Q25v	0	1,2,3,4,5,6,7,8,9
Q25w	0	1,2,3,4,5,6,7,8,9
Q25x	0	1,2,3,4,5,6,7,8,9
Q25y	0	1,2,3,4,5,6,7,8,9
Q25z	0	1,2,3,4,5,6,7,8,9
Q25aa	0	1,2,3,4,5,6,7,8,9
Q25bb	0	1,2,3,4,5,6,7,8,9
Q25cc	0	1,2,3,4,5,6,7,8,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing <F1> will take you to the next screen.

## COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q25dd	0	1,2,3,4,5,6,7,8,9
Q25ee	0	1,2,3,4,5,6,7,8,9
Q25ff	0	1,2,3,4,5,6,7,8,9
Q26a	0	1,2,9
Q26b	0	1,2,9
Q26c	0	1,2,9
Q26d	0	1,2,9
Q26e	0	1,2,9
Q26f	0	1,2,9
Q27	0	1,2,9
Q28	0	1,2,9
Q29	Do Not Code	Do Not Code
Q30	0	1,2,3,4,5,6,7,9
Q31	0	1,2,9
Q32	0	1,2,3,4,5,6,9
Q33	0	1,2,3,4,5,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.

## COMMUNITY SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	2222	*
Q34a	0	0,1,2,3,4,9
Q34b	0	0,1,2,3,4,9
Q34c	0	0,1,2,3,4,9
Q34d	0	0,1,2,3,4,9
Q34e	0	0,1,2,3,4,9
Q35	0	0,1,2,3,9
Q36	0	1,2,9
Q37	0	1,2,9

TO QUIT TYPE 9999 FOR ID NUMBER

6 Survey(s) entered so far

Press ESCAPE to save this record and open a new record.

## BUSINESS SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	1111	*
Q1	0	1,2,3,4,9
Q2	0	1,2,9
Q3	0	1,2,9
Q4	0	1,2,3,4,5,9
Q5	0	1,2,3,9
Q6a	0	1,2,9
Q6b	0	1,2,9
Q6c	0	1,2,9
Q6d	0	1,2,9
Q6e	0	1,2,9
Q6f	0	1,2,9
Q6g	0	1,2,9
Q6h	0	1,2,9
Q7a	0	1,2,9
Q7b	0	1,2,9
Q8	0	1,2,3,9

TO QUIT TYPE 9999 FOR ID NUMBER

0 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.

## BUSINESS SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	1111	*
Q9	0	1,2,3,4,9
Q10a	0	1,2,9
Q10b	0	1,2,9
Q10c	0	1,2,9
Q10d	0	1,2,9
Q10e	0	1,2,9
Q10f	0	1,2,9
Q10g	0	1,2,9
Q11a	0	1,2,9
Q11b	0	1,2,9
Q11c	0	1,2,9
Q11d	0	1,2,9
Q11e	0	1,2,9
Q12	0	1,2,3,4,5,9
Q13a	0	1,2,9
Q13b	0	1,2,9

TO QUIT TYPE 9999 FOR ID NUMBER

0 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.

## BUSINESS SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	1111	*
Q13c	0	1,2,9
Q13d	0	1,2,9
Q13e	0	1,2,9
Q13f	0	1,2,9
Q13g	0	1,2,9
Q13h	0	1,2,9
Q13i	0	1,2,9
Q13j	0	1,2,9
Q14a	0	1,2,3,4,5,9
Q14b	0	1,2,3,4,5,9
Q14c	0	1,2,3,4,5,9
Q14d	0	1,2,3,4,5,9
Q14e	0	1,2,3,4,5,9
Q15	0	1,2,3,4,5,9
Q16	0	1,2,3,4,5,9
Q17	0	1,2,3,4,5,9

TO QUIT TYPE 9999 FOR ID NUMBER

0 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.

## BUSINESS SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	1111	*
Q18	0	1,2,3,4,5,9
Q19a	0	1,2,3,4,5,9
Q19b	0	1,2,3,4,5,9
Q19c	0	1,2,3,4,5,9
Q19d	0	1,2,3,4,5,9
Q19e	0	1,2,3,4,5,9
Q19f	0	1,2,3,4,5,9
Q19g	0	1,2,3,4,5,9
Q19h	0	1,2,3,4,5,9
Q19i	0	1,2,3,4,5,9
Q19j	0	1,2,3,4,5,9
Q19k	0	1,2,3,4,5,9
Q20a	0	1,2,3,4,5,9
Q20b	0	1,2,3,4,5,9
Q20c	0	1,2,3,4,5,9
Q20d	0	1,2,3,4,5,9

TO QUIT TYPE 9999 FOR ID NUMBER

0 Survey(s) entered so far

Pressing &lt;F1&gt; will take you to the next screen.

## BUSINESS SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	1111	*
Q20e	0	1,2,3,4,5,9
Q21	0	1,2,9
Q22	0	1,2,3,4,5,6,7,9
Q23	0	1,2,9
Q24a	0	1,2,9
Q24b	0	1,2,9
Q24c	0	1,2,9
Q24d	0	1,2,9
Q24e	0	1,2,9
Q25a	0	1,2,9
Q25b	0	1,2,9
Q25c	0	1,2,9
Q25d	0	1,2,9
Q25e	0	1,2,9
Q25f	0	1,2,9
Q25g	0	1,2,9

TO QUIT TYPE 9999 FOR ID NUMBER

0 Survey(s) entered so far

Pressing <F1> will take you to the next screen.

## BUSINESS SURVEY DATA ENTRY FORM

\*

QUESTION	DATA	VALID CODES
ID NUMBER	1111	*
Q25h	0	1,2,9
Q25i	0	1,2,9
Q26	0	1,2,9
Q27	0	1,2,9

TO QUIT TYPE 9999 FOR ID NUMBER

0 Survey(s) entered so far

Press ESCAPE to save this record and open a new record.

Remember the following coding example from Appendix D:

1. The general appearance of:
  - a. Downtown business areas ..... 5      4      3      2      1
  - b. Residential areas ..... 5      4      3      2      1
  - c. Industrial areas ..... 5      4      3      2      1
  - d. Highway commercial areas ..... 5      4      3      2      1
  - e.                                                                  1
2. The availability of shopper parking ..... 5      4      3      2      1

The following example shows how you would enter the above data. First enter the ID number of the questionnaire and RETURN. Then enter the values for each of the questions, replacing the 0s as you go, using the up and down arrow keys to move the cursor.

#### COMMUNITY ATTITUDE SURVEY DATA ENTRY FORM

QUESTION	DATA	VALID CODES
ID NUMBER	1111	
Q1a	5	1,2,3,4,5,9
Q1b	3	1,2,3,4,5,9
Q1c	9	1,2,3,4,5,9
Q1d	9	1,2,3,4,5,9
Q1e	9	1,2,3,4,5,9
Q2	2	1,2,3,4,5,9
Q3	0	1,2,3,4,5,9
Q4	0	1,2,3,4,5,9
Q5a	0	1,2,3,4,5,9
Q5b	0	1,2,3,4,5,9
Q6a	0	1,2,3,4,5,9
Q6b	0	1,2,3,4,5,9
Q7	0	1,2,3,4,5,9
Q8	0	1,2,3,4,5,9
Q9a	0	1,2,3,4,5,9
Q9b	0	1,2,3,4,5,9
TO QUIT TYPE 9999 FOR ID NUMBER		0 Survey(s) entered so far

## **IMPORTANT**

The datafile (COMSURV.DAT and BUSSURV.DAT) created by this program has a maximum capacity of 200 questionnaires. After you have entered the 200th questionnaire, the following message appears on the screen:

The datafile created by this program has a maximum capacity of 200 records. Please replace your current datafile diskette with a blank formatted disk and open a new datafile by returning to Main Menu and selecting <F1>. When you are through with the data entry, you can merge the data files for tabulation. Press RETURN after inserting the new diskette.

**IF YOU DO NOT CREATE A NEW DATAFILE AFTER ENTERING 200 RECORDS, YOU RUN THE RISK OF LOSING DATA.**





You will probably not be able to enter all the data in one sitting, or you may find that you have made an error and wish to correct it. Therefore, we have designed an editing procedure, accessible by pressing <F2> from the main menu.

#### EDIT AN EXISTING COMMUNITY DATA FILE

\*\*\* \*\*

##### <EDIT MENU>

<F1>: Add new records to end of datafile  
<F2>: Edit an individual record  
<ESC>: Abandon file with no changes  
and return to Main Menu

Press appropriate key to continue editing process

Pressing <F1> allows you to add records to the end of an existing data file, without destroying any existing data. (A record simply is the data that you have entered for an individual questionnaire.) If you enter a duplicate ID number the program will beep and allow you to enter the correct number.

Pressing <F2> allows you edit an individual record. You will be prompted to enter the ID number of the record (questionnaire) that you wish to change. These changes will be automatically saved by pressing ESCAPE.

When all the records have been entered, you are ready to summarize the data.

#### COMMUNITY ATTITUDE SURVEY PROGRAM

##### <MAIN MENU>

<F1>: Open a new file  
<F2>: Edit an existing file  
<F3>: Run Summaries  
<F4>: Exit to DOS

Pressing <F3> will tell the program to summarize the data and print out the results.

Although this is the final procedure of the software, the results still must be typed onto the Version 3 questionnaires, as described in Appendix D.

## Merging Files

You may find that it's easier or faster to have more than one person enter the data from the community or business survey. Each person will create a data file on his or her own data disk, but in order to generate tables you will need to merge these into one file.

MERGE.COM is a program on Disk 3 that allows you to merge several data files together into one single file called COMSURV.DAT or BUSSURV.DAT. **Please read these instructions carefully before running the program.** Before you begin, be sure to make backup copies of your data files onto another disk.

### Step 1:

To run the merge program, place Disk 3 in Drive A, and type MERGE.

### Step 2:

You will be asked:

How many files have to be merged?

Enter the total number of data files that you want to merge. The program will run until this number of files has been processed. If you enter a character here other than a digit, you will hear a beeping sound and the following will appear on the screen:

Please Press RETURN and Enter a NUMBER

In this case, just press RETURN and enter the number of data files to be merged.

### Step 3:

The merging will occur one file at a time. Each of the data files will probably be on a separate diskette, so for each file that you want to merge, you will have to switch the diskette in Drive A. *Make sure you change the diskette every time; otherwise you might append the same file more than once.*

Insert Source Diskette into Drive A,  
Destination Diskette into Drive B and Press RETURN

Now make sure that the disk containing the first data file (the source disk) is in Drive A, and the disk intended to contain the merged file (the destination disk) is in Drive B. For each new data file to be merged, the program will ask you to put the next source disk into Drive A.

#### Step 4:

Enter the Name of the File to Merge TO:

Enter the name of the destination file: COMSURV.DAT or BUSSURV.DAT (depending on whether you are merging CSURVEY.DAT or BSURVEY.DAT files).

Enter "1" if You Are Merging Community Survey Files or  
"2" if You Are Merging Business Survey Files:

Enter "1" or "2."

#### Step 5:

Insert Source Diskette into Drive A and

Enter the Name of the File to BE merged:

This is the step in which you will switch source diskettes (after the first data file has been merged). Enter the name of the original data file from the source diskette. The program will then check whether the file exists in Drive A. If an error has been made in entering the name of the file, or if the wrong disk is in Drive A, the statement:

File not Found. Press RETURN and Enter Name Again

will appear on the screen and you will have to enter the file name again or insert the correct disk until the file is found in Drive A.

#### Step 6:

Once all the information has been gathered, the merging will begin and you will see on the screen:

M E R G I N G...Please Wait

Repeat steps 5 and 6. When the prompt to "Enter the Name of the File to BE Merged" appears again, switch the disk in Drive A.

When all merging is complete (the number of files you specified has been merged), the DOS prompt will appear on the screen.

After following the merging procedure, you can use the merged COMSURV.DAT or BUSSURV.DAT file to generate the tables for the community survey, by using the "Run Summaries" option on the main menu of the CSurvey or BSurvey program.

## **Appendix I**

### **Materials for Day 1**

This appendix contains the materials and samples of materials to be completed, photocopied, and sent to steering committee members prior to the Day 1 meeting. See Appendix F, Steering Committee Liaison's Role, for specific instructions.



*Sample Letter to Include with  
Participant's Handbooks*

Dear Steering Committee Member,

Thank you for agreeing to be a member of the strategic planning steering committee. It will be an excellent opportunity to help formulate future directions of Willow Wood.

The first meeting will be held March 21, 1989, at the Willow Wood Community Building beginning at 9:00 a.m. and ending by 3:00 p.m. Please be prepared to stay there the entire day as lunch will be served.

Enclosed is a Participant's Handbook containing materials for the first session. Included are the agenda, list of participants, discussion group assignment, a video outline, and small group discussion guides. Because the discussion group is a vital part of the day's activities, it will be necessary for you to take some time and go through the materials for the group to which you've been assigned.

I am looking forward to seeing you on the 21st.

Sincerely,

Joe Jones  
Strategic Planning Resource Team

P.S. Please bring your handbook with you to the meeting.



## **Strategic Planning Session**

### **Day 1 Agenda**

8:30 - 9:00 a.m.	Introduction
9:00 - 9:15 a.m.	"Doing the Strategic Planning Process," Self-Help Video; Day 1, Part 1
9:15 - 9:30 a.m.	Break for Discussion/Questions
9:30 - 9:45 a.m.	Video; Day 1, Parts 2 and 3
9:45 - 10:00 a.m.	Break for Discussion/Questions
10:00 - 10:15 a.m.	Coffee and Donuts
10:15 - 12:00 noon	Small Group Discussions
12:00 - 1:00 p.m.	Lunch
1:00 - 2:45 p.m.	Reports by Small Groups and Identification of Key External Issues
2:45 - 3:00 p.m.	Wrap-up





**PARTICIPANT LIST**  
*City, Date*

Name Title or Occupation



**GROUP ASSIGNMENTS FOR  
STRATEGIC PLANNING SESSION - Day 1**  
*Date*

GROUP 1  
MANUFACTURING/AGRICULTURE

*[Participants' names go here]*

GROUP 2  
RETAIL/SERVICES

*[Participants' names go here]*

GROUP 3  
POPULATION CHARACTERISTICS

*[Participants' names go here]*

## **Doing the Strategic Planning Process: A Self-Help Video**

### **Day 1 Outline**

- I. The Community Economic Decision Environment (see Figure 1)

(break)

- II. The Community Economy Simplified (see Figure 2)

- III. Strategic Planning: A Step-by-Step Approach (see Figure 3)

**Figure 1 - The Community Economic Decision Environment**

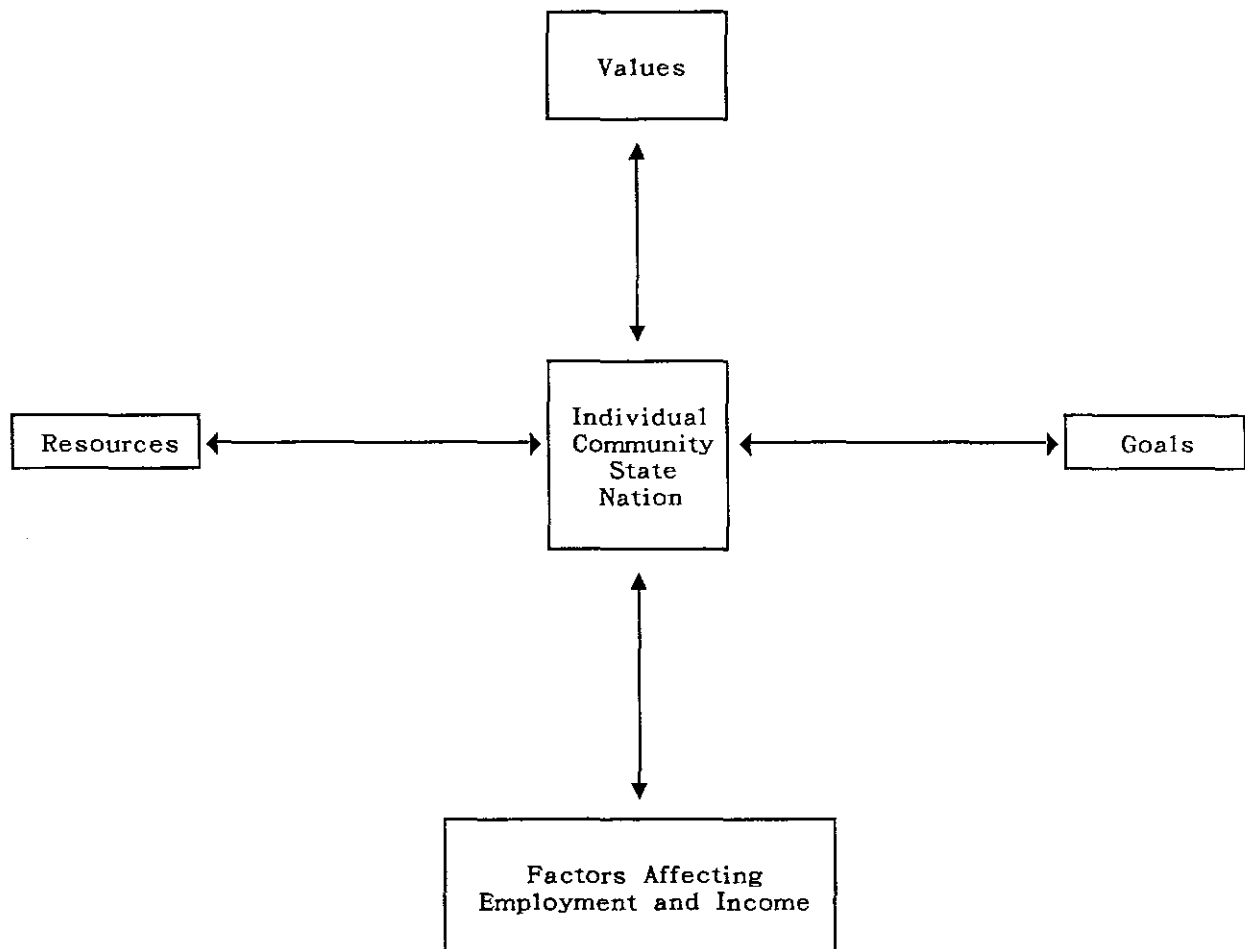
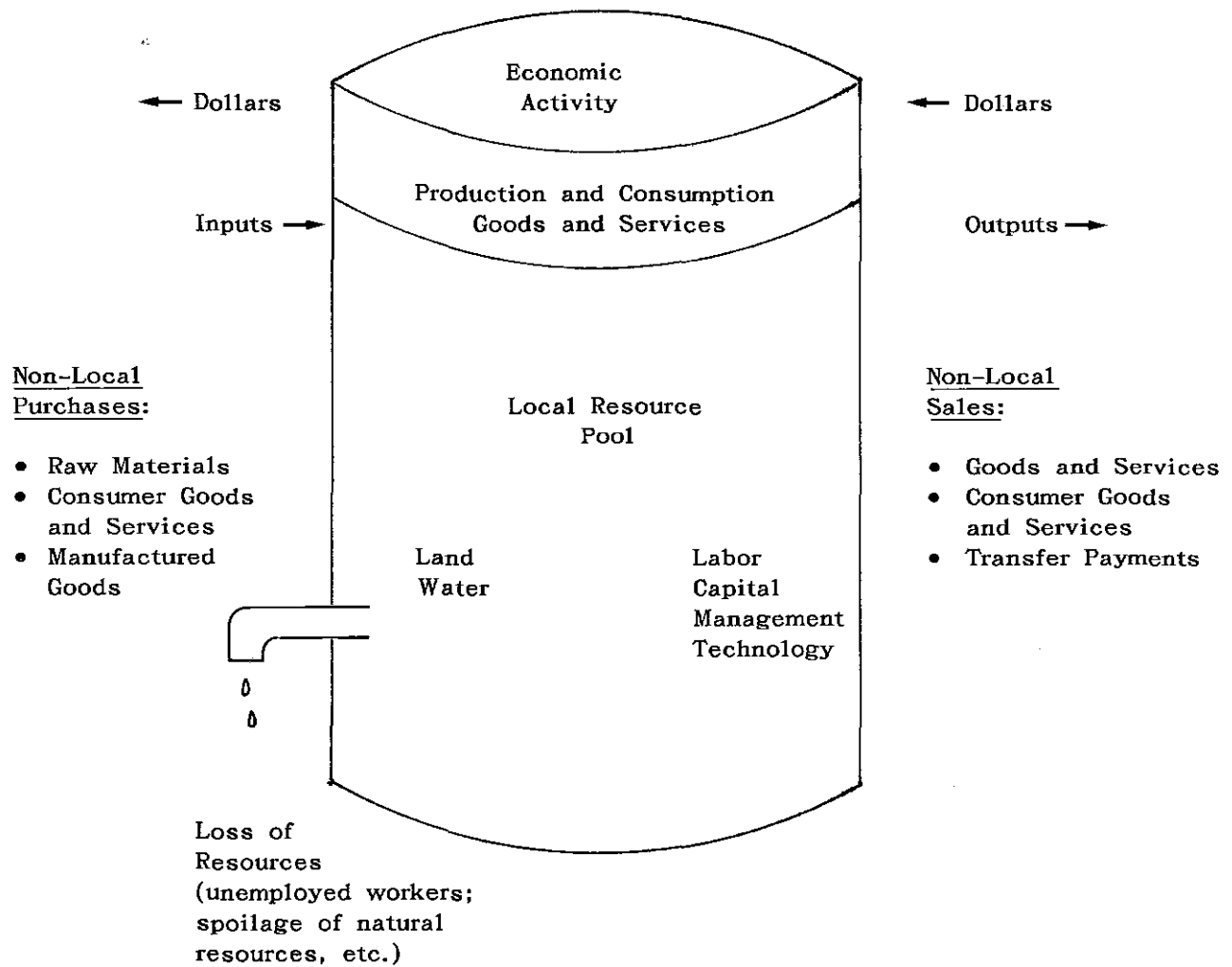
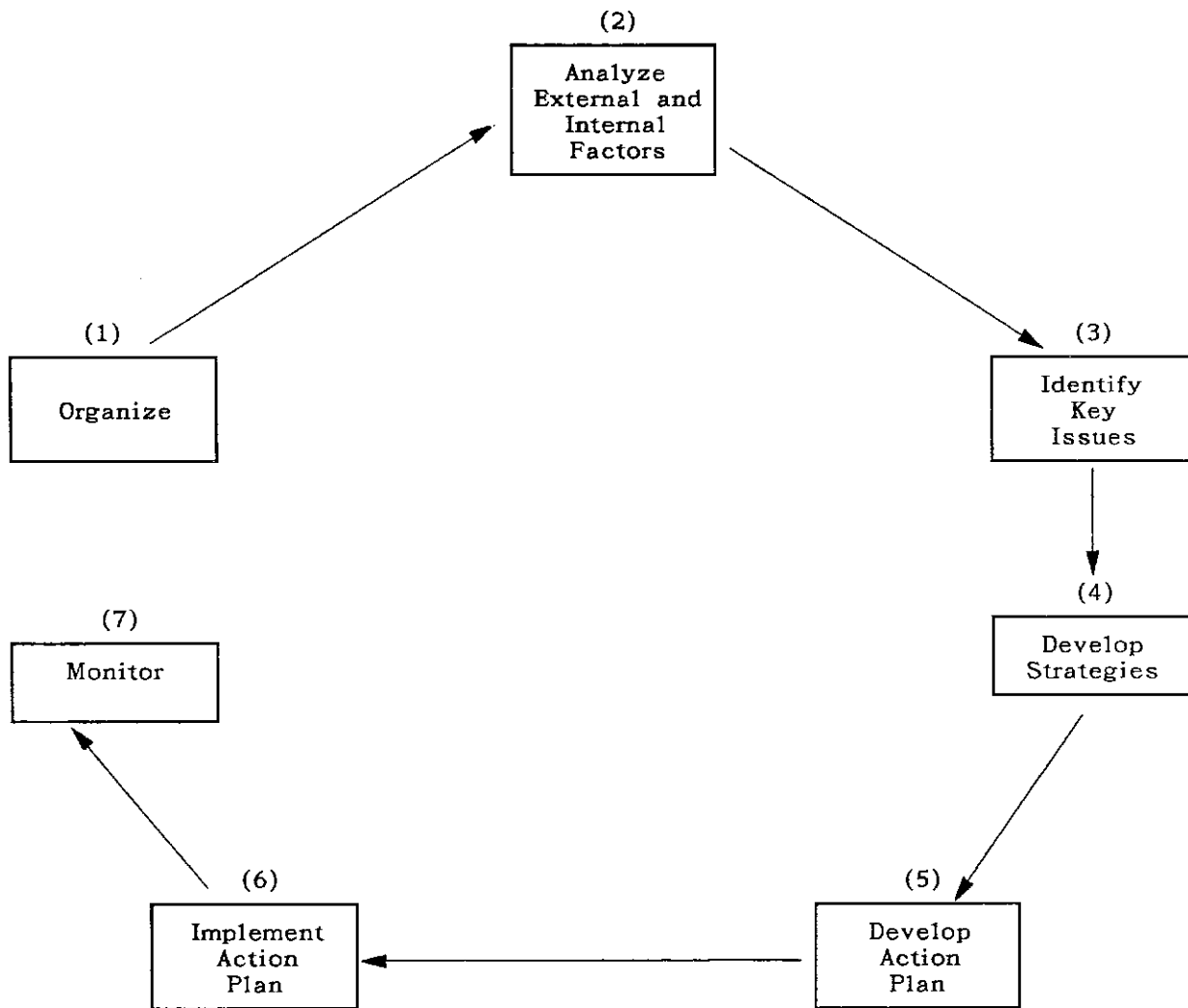


Figure 2 - The Community Economy Simplified



**Figure 3 - Community Economic Development Strategic Planning**





**Day 1**  
**Small Group Discussion Guides**  
**UNDERSTANDING THE TABLES**

This section contains a series of exercises which will help you understand how to read a table for the purpose of understanding your community's economic base. This section is divided into three parts:

1. Manufacturing and Agriculture
2. Population Characteristics
3. Retail and Services

These parts represent the groups to which you and members of your Steering Committee have been assigned. If you haven't already done so, check now to see which group you have been assigned to participate in (on the sheet marked "Group Assignments for Strategic Planning Session") and turn to the information for that group. Each part starts on the following pages:

Manufacturing and agriculture .....	I-11
Population characteristics .....	I-25
Retail and services .....	I-33

Following these three sections on reading and using the tables are sample tables used for the exercise.



## **Manufacturing and Agriculture**

Members of the manufacturing and agriculture group will have 10 questions to answer on Day 1. They are:

1. What is the current importance of manufacturing in your community?
2. What are the important trends affecting these industries?
3. What can you say about the mix of manufacturing plant size and ownership?
4. Are most plants about the same size, or is one much larger than the rest?
5. Are most locally owned or are they owned by corporations located outside the area/state?
6. What has been the trend in agriculture in the past six years?
7. How does the agricultural economy affect persons living in your community?
8. What have been the employment trends in surrounding counties?
9. Have property values decreased or held steady in your county and surrounding counties in the past years?
10. How does this affect jobs, retail spending, and bank assets?

To answer the questions about manufacturing and agriculture, you will need to use your personal experience as well as the employment data in Tables 1 through 4, and the revenue data in Table 11.

### **Directions for Reading the Tables**

To answer your group's questions, it is important that you understand how to read the tables located in the next section of this handbook. The following discussion and questions will help you learn to do this.

### **Reading Tables**

Reading tables is easy, once you understand what they are telling you. In the next section of this participant's handbook are three sets of tables corresponding to the issues and questions assigned to each of the three discussion groups. As you learn to read the sample tables, you will be better prepared to read the economic data

about your own community and to spend your time with other committee members answering the questions about manufacturing and agriculture in your community. To help you learn to read the tables, we have included sample tables for Hall County. After you work through the sample questions understand what the tables are telling you, you may wish to answer the same questions for your area.

### *Purpose of Tables*

Tables convey a lot of information quickly. They can sometimes be overwhelming. Don't let the quantity of information in the tables in this handbook bewilder you. When you have finished reading this section, you will understand how to read the tables and be able to answer questions about them.

### *Labels on Tables*

Every table contains many labels to tell you what is in it.

<b>TITLE</b>	Centered at the top of the table. Gives information on: <ul style="list-style-type: none"><li>- The table's number.</li><li>- Information contained in the table</li><li>- Date of the information</li></ul>
<b>ROWS &amp; COLUMNS</b>	Rows are horizontal. Columns are vertical. <ul style="list-style-type: none"><li>- Titles of rows are listed in the first column</li><li>- Titles of columns are listed in the first row</li></ul>
<b>DATA</b>	Reading data in a table simply means looking at the points where specific rows and columns intersect.
<b>TABLE 1</b>	Table 1 has 8 columns and 21 rows of information. It contains information about employment in Hall County for the years 1970-86.
<b>ROWS</b>	<ul style="list-style-type: none"><li>- Row 1 shows "Total Employment"</li><li>- Rows 2 through 5 show employment "By Type"</li><li>- The rest of the rows show employment "By Industry"</li></ul>
<b>COLUMNS</b>	Columns have titles too. "Employment," centered over the first three columns, tells you that each of those columns will have information about the total number of people employed in the county.

Over each of these three columns is a date: "1970," "1980," and "1986." This second title simply indicates which year the employment data are for.

The titles over the next two columns tell you that the data contained in them are about the "Percentage Change" in employment between the years 1970 and 1980, and between 1980 and 1986.

The last three columns tell you what the percentage of "Employment Distribution" was in each of the three years.

Once you understand what each column in a table is for, you're ready to look at their intersection with rows of data.

Look at what the data in Table 1 can tell about the employment picture in Hall County. To help you do this, you will be guided through a series of questions.

1. What was the total number of people employed in Hall County in 1970? 22,350

In 1980? 28,713

In 1986? 28,934

2. Did employment between 1980 and 1986 increase or decrease? Increase

By what percentage? 0.8%

3. What was the total percentage of all those employed for wages and salary in Hall county in 1986? 82.5%

4. What was the growth in employment for proprietors between 1980 and 1986? 13.8 %

5. Some proprietors own farms. Other proprietors own small businesses. Did the percentage of those who own farms increase or decrease between 1970 and 1980?

Decrease

Did the percentage of those who own farms increase or decrease between 1980 and 1986?

Decrease

6. Now look at the data on small business owners (non-farm proprietors). Did the number of small business owners increase or decrease between 1970 and 1980?

Increase

Between 1980 and 1986? Increase

7. Employment in several industries decreased markedly between 1980 and 1986. Look at the data in rows 6 through 21 and find the industries where employment decreased by more than 10%. List the industries and the percentage decrease below:

- a. Farm decreased by 20.3 %  
 b. Construction decreased by 45.5 %  
 c. Wholesale trade decreased by 12.0 %

**TABLE 2**

While the data in Table 1 give you information on one county, they are not much help in understanding the area's employment picture. For this you need the data in Table 2, "Distribution of Employment Across Industry Sectors."

With the data in Table 2 you can compare what happened in Hall County with what happened in the state of Nebraska and the United States as a whole. Consider the following issue:

Was the percentage of people employed in Hall County in a specific industry greater or less than the percentage of people employed in that industry in Nebraska and in the United States?

To consider the issue, answer the following questions:

8. What was the percentage of people employed in farming in 1986:

in Hall County? 3.7 %

in Nebraska? 8.4 %

in the United States? 2.7 %

9. Does Hall County depend upon farm employment more or less than does the state? The country?

Less than Nebraska, but more than the  
U.S.

10. In what three private industries were most of the people in Hall County employed in 1986?

- a. Services
- b. Retail trade
- c. Manufacturing

**TABLE 3**

Table 3 is "Employment Trends for Hall County, Nebraska, and the United States." By examining this table you can begin to see which employment sectors show growth and which show decline.

By comparing growth and decline in the county with that in the state and nation, you can start to see which industrial sectors are in economic difficulty in the county.

For Table 3, answer the following questions:

11. What was the percentage change in total employment between 1980 and 1986:

- a. in Hall County? 0.8 %
- b. in Nebraska? 3.6 %
- c. in the nation? 12.4 %

12. Does this tell you that the total employment trend in Hall County is better or worse than it is in the state as a whole?  
Worse

Why? The county is growing well below  
the rates of Nebraska and the U.S.

13. Which industry in the county showed the greatest increase in employment between 1970 and 1980?  
Wholesale trade

Between 1980 and 1986? Agricultural services, forestry,  
and fishing

14. Did employment in the farm industry in the state and nation increase or decrease between 1980 and 1986?  
Decrease

15. Did employment in the construction industry in Hall County increase or decrease between 1980 and 1986?

Decrease

By how much? 45.5%

16. Did employment in the construction industry in the United States increase or decrease or between 1980 and 1986? Increase

By how much? 18.2 %

17. Use your answers to questions 15 and 16 to answer the following:

Is construction employment in Hall County growing at the same rate as the nation? No

How do you know? Because Hall County lost employment while the U.S. grew

### **APPLYING YOUR INFORMATION**

To apply the information you have gained by looking at Tables 1, 2, and 3, use Table 3 to answer the next three questions:

18. Which national industries grew faster between 1980-86 than the total mix of all national industries?  
Agricultural services, forestry and fishing; construction; retail trade; finance, insurance, and real estate; services; military

Note: Compare "Total Employment" to each industry.

19. Which industries are growing more slowly than the total mix of all national industries? Farming; mining; manufacturing; transportation and public utilities; wholesales trade; federal/civilian government; state and local government



20. In what industries is Hall County getting a larger share than the national average?

No, only in agricultural services, forestry, and fishing;  
manufacturing; federal/civilian government; and state  
and local government

**TABLE 4**

Table 4, "Total Employment and Percentage Change by County," compares the employment in Hall County with six neighboring counties. By examining this table, you will be able to see how Hall County compares with its neighbors in terms of the percentage of employment change.

Look at the employment change between and between 1980 and 1986 for each county listed.

21. Have the employment trends in Hall County followed the same pattern as the neighboring counties? No

22. Based on the percentage change in employment between 1980 and 1986, would you say that the county is better off or worse off than its neighbors. Better off than most

Why? Most other counties are losing employment

**TABLE 11**

Table 11 provides data on the assessed value of property in Hall County and in neighboring counties. Notice that each county has two rows of data.

The first row provides the "Actual Assessed Valuation" of property as it is currently listed in the assessor's records. As you read across row 1, notice that the assessed value of the property has increased during each time period.

Now look at the second row of data for the same county. This row appears below the heading "Price-Adjusted Assessed Valuation. Price adjusted values are those which represent what the value would have been if we had not had any inflation. Because we have had inflation, in varying amounts over the past years, the price adjusted values in Table 11 indicate what the value of the property is in 1967 dollars.

23. Has the price-adjusted value of Hall County property decreased more or less than that of its neighboring counties?

Less than most

## A STRATEGIC DECISION GUIDE

The following matrix will help you understand a community's opportunities and threats, and will be used for answering your Day 1 Questions.\*

STRATEGIC DECISION MATRIX

Local Share	National Industry	
	Growth	Decline
Increasing	1 Opportunities for retention and expansion of existing firms	2 "Red flags" (potential threats to local economic development)
	3 Opportunities for attracting and/or starting up new firm, if internal development factors are conducive to growth in the particular sector	4 Wasted resources/ few opportunities

\*The matrix and the discussion which follows it are taken from the following article: Reed, Christine, B.J. Reed, and Jeffrey S. Luke. "Assessing Readiness for Economic Development Strategic Planning." *American Planning Association Journal* (Autumn, 1987):521-530

## USING THE MATRIX

Each cell of this matrix suggests a different set of strategic issues:

- A community with an increasing share of an industry that is growing nationally compared to the total mix of industries, needs to retain and possibly expand those local firms (Cell 1).
- A growing share of a declining industry may be a "red flag" (Cell 2), signaling the need to determine whether resources are being spent on an industry with no future.
- A declining share of a growth industry should signal you to explore reasons why the local share is declining (Cell 3).
- A declining share of a slow or no-growth industry implies both external threats and internal weaknesses (Cell 4). It is apparent that resources injected into these industries or attempts to save them from decline will be wasted.

Now you're ready to complete the "Strategic Decision Matrix," using the data in Tables 1, 2 and 3.

- Place in Cell 1 all those industries which are growing at both the county and national level.
- Place in Cell 2 all those industries which are increasing at the county level, but declining at the national level.
- Place in Cell 3 all those industries which are decreasing at the county level, but growing at the national level.
- Place in Cell 4 all those industries which are declining at both the national and county level.

### STRATEGIC DECISION MATRIX

Local Share	National Industry	
	Growth	Decline
Increasing	<b>1</b> Agricultural services, forestry, and fishing Transportation and public utilities Finance, insurance, and real estate services Civilian government State and local government	<b>2</b> Manufacturing
Decreasing	<b>3</b> Construction Wholesale trade Retail trade Military	<b>4</b> Farm

24. Which industries present the greatest opportunities for Hall County?

Those in cell 1

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Anytime you see that employment in a given industrial sector has declined more than employment in that same sector at the state or national level, you should see a red flag - a flag that you cannot ignore as you plan for your community's economic future. If you have listed any industry in Cell 2, you should see a "red flag".

25. Which industries present "red flags"?

Those in cell 2

---

### **Getting Ready for Day 1**

Once you have considered the data for your own county and area by reviewing the questions on the preceding pages, you are ready to answer the discussion questions by looking at the tables for your own county.

**Question 1**      What is the current importance of manufacturing in the community?

**Question 2**      What are the important trends affecting the industries in your county?

To answer this question, look at Table 3. Compare employment growth and decline in each industry locally and nationally, and record your observations in the following matrix.

### STRATEGIC DECISION MATRIX

Local Share	National Industry	
	Growth	Decline
Increasing	1	2
Decreasing	3	4

Once you have identified where each industry fits in the matrix, you are ready to decide where you think you, as a community, should target your efforts.

Where should you target your efforts?

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#### Question 3

What can you say about the mix of manufacturing plant size and ownership?

#### Question 4

Are most plants about the same size or is one much larger than the rest?

**Question 5** Are most locally owned or are they owned by corporations located outside the area/state?

**Question 6** What has been the trend in agriculture in the past 5 years?

To help answer this question, look at Table 1, at the intersection of "From Proprietors" and "Percentage Change 1980-86." This data shows you whether farm proprietors in your county increased or decreased between the years 1980 and 1986.

**Question 7** How does the agricultural economy affect persons living in your community?

**Question 8** What about the surrounding counties?

To answer this question, look at Table 4, at the last column. This shows you employment trends from 1980 to 1986 in your own and your neighboring counties.

**Question 9** How have property values in your county changed in the past few years?

To answer this question, look at Table 11, which shows the assessed value of property for your county and its neighboring counties for 1970, 1975, 1980, and 1986.

**Question 10**                      How does this affect jobs, retail spending and bank assets?

**PREPARE FOR  
YOUR FIRST  
MEETING**

Now you're ready to think about what you have learned from the tables and what this means for your community. Go back through all the questions you have just answered and make a list of issues you have discovered that you want to talk about when you and your group break out during Day 1.

Do this by making a list of at least three opportunities you see for your community and three threats you see to the economic well-being of your community.

THREATS	OPPORTUNITIES
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____



## **Population Characteristics (Including Labor Force and Income)**

Members of the population characteristics group will have seven questions to answer on the first day that the steering committee meets. They are:

1. What is the trend for population in your county?
2. How does it differ from the trend for surrounding counties and the state?
3. What is the trend for income in your county?
4. How does the trend compare with surrounding counties and the state?
5. What kinds of skills does your labor force have?
6. How large is your county's labor force?
7. How trainable is your county's work force?

To answer the questions about population and labor, you will need to use the data in Tables 5, 6, 7, 8, 12 and 13.

### **Directions for Reading the Tables**

To answer your group's questions, it is important that you understand how to read the tables located in the next section of this handbook. The following discussion and questions will help you learn to do this.

### **Reading Tables**

Reading tables is easy, once you understand what they are telling you. In the next section of this participant's handbook are three sets of tables corresponding to the issues and questions assigned to each of the three discussion groups. As you learn to read the sample tables, you will be better prepared to read the economic data about your own community and to spend your time with other committee members answering the questions about manufacturing and agriculture in your community. To help you learn to read the tables, we have included sample tables for Hall County. After you work through the sample questions understand what the tables are telling you, you may wish to answer the same questions for your area.

## *Purpose of Tables*

Tables convey a lot of information quickly. They can sometimes be overwhelming. Don't let the quantity of information in the tables in this handbook bewilder you. When you have finished reading this section, you will understand how to read the tables and be able to answer questions about them.

## *Labels on Tables*

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<b>ROWS &amp; COLUMNS</b>	Rows are horizontal. Columns are vertical. <ul style="list-style-type: none"><li>- Titles of rows are listed in the first column</li><li>- Titles of columns are listed in the first row</li></ul>
<b>DATA</b>	Reading data in a table simply means looking at the points where specific rows and columns intersect.
<b>TABLE 5</b>	Table 5 has six columns and eight rows of data.
<b>ROWS</b>	<ul style="list-style-type: none"><li>- Rows 1 - 7 show the population of Hall and nearby counties</li><li>- Row 8 shows the population of Nebraska</li></ul>
<b>COLUMNS</b>	The first four columns in Table 5 represent the years 1970, 1980, 1985 and 1986. The fifth column, "% Change 1970-80," tells you the percentage by which population for each of the rows changed during this 10-year period. The last column, "% Change 1980-86," tells you how the population changed between 1980 and 1986.

By using Table 5, you can understand population changes in Nebraska and seven counties. To help you do this, the following tutorial will guide you through a series of questions. After practicing with the Hall County data, you may wish to answer the same questions using the data tables for your own county.

1. What was the total number of people living in Nebraska in 1970? 1,488,000

In 1980? 1,573,100

2. Did population in Nebraska increase or decrease between 1970 and 1980?

Increase

By what percentage? 5.7 %

3. What was the percentage change in population for the state of Nebraska between 1980 and 1986? 1.6 %

Comparing this change with the 1970-80 change, what does this tell you about trends in Nebraska's population?

The rate of growth is slowing down

#### TABLE 6

Table 6 contains information on unemployment rates for Hall County and neighboring counties for each year from 1980 through 1986. With the data contained in Table 6, you can see how the unemployment rate in Hall County compares with that of its neighbors.

4. What was the percentage of unemployment in Hall County in 1986?

5.8 %

Was this an increase or decrease from 1985?

Decrease

5. Did the percentage of unemployment in the state increase or decrease from 1985 to 1986?

Decrease

6. What does this say about Hall County compared to the state and to its neighboring counties?

It is about the same as the state and neighboring counties in providing new jobs

**TABLE 7**

Table 7 has data that tell you about personal income in Hall County and neighboring counties for the years 1970, 1980, 1985, and 1986. It also provides you with the percentage of change in this income from 1970 to 1980 and from 1980 to 1986.

Notice that each county has two rows of data. The first row provides the "Actual Personal Income." As you read across row 1, notice that the actual value of personal income has increased during each time period.

Now look at the second set of rows, under the heading "Price Adjusted Personal Income." Price adjusted values are those which represent what the value would have been if we had not had any inflation. Because we have had inflation, in varying amounts over the past years, the price adjusted values in Table 7 show the value of the income in 1967 dollars.

Look at the spot where the rows for Hall County intersect the column headed "% Change 1980-86."

7. By what percentage did the actual dollar amount of income in Hall County increase or decrease between 1980 and 1986? Increased by 45.4 %
8. By what percentage did the price adjusted value of income in Hall County increase or decrease between 1980 and 1986? Increased by 9.3 %
9. How does this compare with neighboring counties?  
Lower than most

**APPLYING YOUR  
INFORMATION**

To apply the information you have gained from looking at these tables, you need to think about what all the data mean. Use Table 7 to answer the next questions.

10. Did the actual amount of personal income in Hall County increase or decrease between 1980 and 1986?  
Increase
11. Was the percentage change in the dollar amount of personal income greater or less than in neighboring counties? Less than most

12. What does this tell you about the economic situation in Hall County compared to its neighbors?

Its growth in personal income lags behind that of its neighboring counties

**TABLE 8**

Table 8 is similar to Table 7, but it contains information about farm income only. By comparing the data in Tables 7 and 8, you can see whether farm income in your area has changed at the same pace as all income.

Notice that many counties have negative incomes in 1980; this is because farming costs exceeded receipts. Percentage changes of negative incomes are meaningless and therefore not reported.

13. By what percentage did the actual dollar value of farm income in Adams County increase or decrease between 1980 and 1986? Increase 92.4 %

14. By what percentage did the price adjusted value of farm income in Adams County increase or decrease between 1980 and 1986? Increase 44.6 %

15. How does this compare with the other counties on the table?

Although the other counties improved from 1980-86, Adams County was the only one with positive income in 1980; and it had the second highest farm income of these counties for 1986.

Use Table 8 to answer the next questions.

16. Did the dollar amount of farm income in Hall County increase or decrease between 1980 and 1986?

Increase

17. Was the percentage change in the dollar amount of farm income greater or less than in neighboring counties?

N/A

18. What does this tell you about the economic situation of farmers in Hall County compared to its neighbors?

We can't compare percentage change because  
of negative farm income in 1980

**TABLE 12**

Table 12 shows the occupations in which persons in Hall County and in Nebraska were employed in 1980 (the last year for which data are available). Column 1 lists the occupations. Column 2 provides the percentage of people employed in each occupation in Hall County, and column 3 gives you this same information about Nebraska.

19. What was the percentage of people whose occupation was technical, sales, or administrative support in Hall County?

27.9 %

In the state? 27.5 %

20. Does Hall County have proportionately more or fewer administrative support and clerical people than the state?

Fewer

21. In what three occupations are most of the people in Hall County employed? (Do not include the summary occupations, which end with a colon.)

Administrative support and clerical;

Precision production, craft, and repair; and

Other services

**TABLE 13**

Table 13 provides data on the educational characteristics of the citizens of Hall County, the state, and the nation. Row 1 shows what percentage of the population has less than five years of schooling. Row 2 shows what percentage of the population has completed high school (but not college), and row 3 shows what percentage of the population has completed college. Row 4 shows the median school years completed.

Median school years is a little different than average school years. The word *median* simply means *middle*, so if the median school years completed is 12.5, this means that there are as many people who have less than 12.5 years of schooling as there are people with more than 12.5 years of schooling.

22. What percentage of the people 25 years and older in Hall County have a college degree? 12.9 %

23. Is this more or less than in the State of Nebraska?  
Less

### **Getting Ready for Day 1**

Now you are ready to answer the questions that will be posed to your discussion group at your first steering committee meeting.

To answer the first two questions, look at the population data for your county in Table 5.

**Question 1**                      What is the trend for population in your area?

**Question 2**                      How does the trend in your county differ from surrounding counties and the state?

Use Tables 7 and 8 to answer questions 3 and 4.

**Question 3**                      What is the trend for income in your area?

**Question 4**                      How does the trend for income in your area compare to surrounding counties and the state?

Use Tables 1, 12 and 13 to answer questions 5, 6 and 7.

**Question 5**                      How large is your area's work force?

**Question 6**

What kinds of skills does your work force have?

**Question 7**

How trainable is your county's labor force?

It is generally considered that people who have graduated from high school or college can be taught new or improved job skills. Based on this, would you say that your county's work force is trainable or not very trainable? \_\_\_\_\_

**PREPARE FOR  
YOUR FIRST  
MEETING**

Now you're ready to think about what you have learned from the tables and what this means for your community. Think back through all the questions you have just answered and make a list of issues that you have discovered and want to talk about when you and your group meet at the first steering committee meeting.

Do this by making a list of at least three opportunities you see for your community and three threats you see to the economic well-being of your community.

**THREATS**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**OPPORTUNITIES**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



## **Retail and Services**

Members of the "Retail and Services" group will have five questions to answer on the first day the steering committee meets. They are:

1. What is the current importance of the wholesale and retail trade; service; and finance, insurance, and real estate (FIRE) sectors in your community?
2. What percentage of your job base is in wholesale and retail trade and what percentage is in services and FIRE?
3. What are the key trends affecting wholesale and retail trade? What are the key trends affecting services and FIRE?
4. What have been the trends in retail and wholesale trade, FIRE, and services employment in your area? How do these compare with the state and nation?
5. Are retail and wholesale trade sectors in your community basic or non-basic industries? Is the FIRE sector a basic or non-basic industry?

Before you start to answer these questions, some definitions are in order.

<b>TERMS</b>	<b>DEFINITIONS</b>
Retail trade	The selling of goods in small quantities to consumers.
Wholesale trade	The selling of goods in large quantities to retailers.
Service sector	Businesses that provide services to consumers or other businesses. The service sector includes restaurants and bars, barber and beauty salons, banks, and those who provide insurance, medical assistance, education, legal services, advertising, public relations, and information processing.
Basic industry	Industries that produce and export goods and services for non-local sales. These industries bring money into the community.
Non-basic industry	Industries that provide goods and services to the people employed in a basic industry. We often consider the retail sector in small communities to be the non-basic sector.

Now that you understand the terms you will use as you focus on your community's retail, wholesale, and service sectors, you are ready to answer the questions about it. To answer these questions, you will need to use the data in Tables 2 and 3.

### **Directions for Reading the Tables**

To answer your group's questions, it is important that you understand how to read the tables located in the next section of this handbook. The following discussion and questions will help you learn to do this.

#### **Reading Tables**

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## DATA

Reading data in a table simply means looking at the points where specific rows and columns intersect.

## TABLE 2

Table 2 has 9 columns and 21 rows of data.

## ROWS

- Row 2 shows the percentage of employment for wage and salary earners.
- Row 3 shows the percentage of proprietorships.
- Rows 6 through 21 show the percentages of employment in different industries.

## COLUMNS

The first column identifies total employment by type and industry. The word *County* over rows 2 through 4 tells you that each of these columns will have information about employment in Hall County.

The Dates over the columns indicate which year the employment data are for.

The title over the next three columns is "Nebraska," so you know that these three columns have employment data on the entire state. The final three columns contain data about the United States as a whole.

By using Table 2, you can understand employment in wholesale and retail trade and the service and FIRE sectors. To help you do this, the following tutorial will guide you through a series of questions. After practicing with the Hall County data, you may wish to answer the same questions using the data tables for your own county.

1. What was the percentage of people employed in wholesale trade in 1986 in Hall County? 7.2 %

in Nebraska? 5.5 %  
in the U.S.? 4.9 %

2. Did the percentage of employment in wholesale trade in Hall County increase or decrease between 1980 and 1986?  
Decrease

3. What was the percentage of people employed in retail trade in 1986 in Hall County? 19.7 %

in Nebraska? 16.5 %  
in the U.S.? 16.4 %

4. Did the percentage of employment in retail trade in Hall County increase or decrease between 1980 and 1986?  
Decrease slightly
5. Does Hall County depend upon employment from retail trade more or less than does the state?  
More
6. Does Hall County depend upon employment from wholesale trade more or less than does the state?  
More
7. What percentage of Hall County's employment was in the service sector in 1986?  
22.7 %
8. Does Hall County depend upon employment from the service sector more or less than does the state?  
Less

**TABLE 3**

Table 3 is "Employment Trends for Hall County, Nebraska, and the United States." By examining this table you can begin to understand the importance of retail and wholesale trade and the service sector as employers.

9. What was the percentage change in total employment between 1980 and 1986:
  - a. in the county? 0.8 %
  - b. in the state? 3.6 %
  - c. in the nation? 12.4 %
10. Does this tell you that the total employment situation in Hall County is better or worse than it is in the state and the county as a whole? Worse  
  
Why? The growth rate is much smaller
11. Which industry in the county showed the greatest increase in employment between 1970 and 1980? Wholesale trade

Between 1980 and 1986? Agricultural services, forestry, and fishing

12. Did employment in retail trade in the state and nation increase or decrease between 1980 and 1986?

Increase

13. Did employment in retail trade in Hall County increase or decrease between 1980 and 1986? Decrease

By how much? 0.2 %

14. Did employment in the service sector in the United States increase or decrease or between 1980 and 1986?

Increase

By how much? 32.3 %

15. Did employment in the service sector in the state increase or decrease between 1980 and 1986? Increase

By how much? 24.7 %

16. Did employment in the service sector in Hall County increase or decrease between 1980 and 1986?

Increase

By how much? 13.7 %

17. Did employment in the FIRE sector in Hall County increase or decrease between 1980 and 1986?

Increase

By how much? 21.4 %

18. Use your answers to questions 12 through 17 to answer the following:

- a. Is employment in retail trade in Hall County growing at the same rate as the state and the nation? No

How do you know? It decreased in Hall County but increased at the state and national levels.

- b. Is employment in the service sector in Hall County growing at the same rate as the state and the nation?

No

How do you know? It grew by a smaller percentage from 1980 to 1986.

## A STRATEGIC DECISION GUIDE

The following matrix will help you understand a community's opportunities and threats, and will be used for answering your Day 1 Questions.<sup>1</sup>

STRATEGIC DECISION MATRIX

Local Share	National Industry	
	Growth	Decline
Increasing	1	2
	Opportunities for retention and expansion of existing firms	"Red flags" (potential threats to local economic development)
Decreasing	3	4
	Opportunities for attracting and/or starting up new firm, if internal development factors are conducive to growth in the particular sector	Wasted resources/ few opportunities

<sup>1</sup> The matrix and the discussion which follows it are taken from the following article: Reed, Christine, B.J. Reed, and Jeffrey S. Luke. "Assessing Readiness for Economic Development Strategic Planning." *American Planning Association Journal* (Autumn, 1987):521-530

## USING THE MATRIX

Each cell of this matrix suggests a different set of strategic issues:

- A community with an increasing share of an industry that is growing nationally compared to the total mix of industries, needs to retain and possibly expand those local firms (Cell 1).
- A growing share of a declining industry may be a "red flag" (Cell 2), signaling the need to determine whether resources are being spent on an industry with no future.
- A declining share of a growth industry should signal you to explore reasons why the local share is declining (Cell 3).
- A declining share of a slow or no-growth industry implies both external threats and internal weaknesses (Cell 4). It is apparent that resources injected into these industries or attempts to save them from decline will be wasted.

Now you're ready to complete the "Strategic Decision Matrix," using the data in Tables 1, 2 and 3.

- If your wholesale, retail, service, or FIRE sector is growing at both the county and national level, place it in Cell 1.
- If your wholesale, retail, service, or FIRE sector is increasing at the county level, but declining at the national level, place it in Cell 2.
- Place in Cell 3 those sectors which are decreasing at the county level but growing at the national level.
- Place in Cell 4 those sectors which are declining at both the national and county level.

### STRATEGIC DECISION MATRIX

Local Share	National Retail, Wholesale, FIRE, or Service Sector	
	Growth	Decline
Increasing	1 FIRE Services	2
Decreasing	3 Wholesale trade Retail trade	4

19. Which sectors present the greatest opportunities for existing businesses in Hall County?

Those in Cell 1

20. Which sectors present opportunities for start-ups in Hall County?

Those in Cell 3

### Getting Ready for Day 1

Now that you have finished learning how to read the tables, you are ready to answer the questions which will be posed to your discussion group at your first steering committee meeting. Refer to tables 2 and 3 for your own county.

#### Question 1

What is the current importance of the wholesale, retail, FIRE and service sectors in your community?

#### Question 2

What percentage of your job base is in wholesale trade? What percentage is in retail trade? What percentage is in services? What percentage is in FIRE?



**Question 3**                      What are the key trends affecting the retail, wholesale, service and FIRE sectors? (To answer this question, look at Table 3.)

**Question 4**                      What have been the trends in retail, wholesale, FIRE and services employment in your area? How do these compare with the state and nation?

**Question 5**                      Are the retail, wholesale, FIRE and service sectors in your community basic or non-basic industries?

**PREPARE FOR  
YOUR FIRST  
MEETING**

Now you're ready to think about what you have learned from the data tables and what this means for your community. Think back through all the questions you have just answered and make a list of issues you have discovered that you want to talk about when you and your group meet at the first Steering Committee Meeting.

Do this by making a list of at least three opportunities you see for your community and three threats you see to the economic well-being of your community.

THREATS	OPPORTUNITIES
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____



# Sample Tables

Table 1 - Total Employment for Hall County, 1970-86

	Employment			Percentage Change		Employment Distribution		
	1970	1980	1986	1970-80	1980-86	1970	1980	1986
TOTAL EMPLOYMENT	22350	28713	28934	28.5	0.8	100.0	100.0	100.0
BY TYPE								
Wage and Salary	19145	24271	23880	26.8	-1.6	85.7	84.5	82.5
Proprietors	3205	4442	5054	38.6	13.8	14.3	15.5	17.5
Farm	980	859	780	-12.3	-9.2	4.4	3.0	2.7
Non-Farm 1/	2225	3583	4274	61.0	19.3	10.0	12.5	14.8
BY INDUSTRY 2/								
Farm	1180	1326	1057	12.4	-20.3	5.3	4.6	3.7
Non-Farm	21170	27387	27877	29.4	1.8	94.7	95.4	96.3
Private	17984	23534	23866	30.9	1.4	80.5	82.0	82.5
Ag-Serv.,								
For.,	65	135	208	107.7	54.1	0.3	0.5	0.7
Fish.,								
Other								
Mining	25	0	0	N/A	N/A	0.1	0.0	0.0
Construction	1114	2224	1211	99.6	-45.5	5.0	7.7	4.2
Manufact.	5110	4378	4765	-14.3	8.8	22.9	15.2	16.5
Transport.,								
Public Util.	1268	1309	1356	3.2	3.6	5.7	4.6	4.7
Wholesale Trade	994	2378	2093	139.2	-12.0	4.4	8.3	7.2
Retail Trade	4525	5705	5693	26.1	-0.2	20.2	19.9	19.7
Finance,								
Insurance,								
Real Estate	784	1625	1972	107.3	21.4	3.5	5.7	6.8
Services	4099	5771	6559	40.8	13.7	18.3	20.1	22.7
Govt & Govt Ent.	3186	3853	4011	20.9	4.1	14.3	13.4	13.9
Fed./Civilian	715	788	828	10.2	5.1	3.2	2.7	2.9
Military	394	248	224	-37.1	-9.7	1.8	0.9	0.8
State/Local	2077	2817	2959	35.6	5.0	9.3	9.8	10.2

1/ Excludes Limited Partners

2/ 1969-74 based on 1967 SIC.

1975-86 based on 1972 SIC.

Source: U.S. Bureau of Economic Analysis

Table 2 - Distribution of Employment Across Industry Sectors  
Hall County, Nebraska, and the U.S, 1970-86

	County			Nebraska			U.S.		
	1970	1980	1986	1970	1980	1986	1970	1980	1986
TOTAL EMPLOYMENT	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
BY TYPE									
Wage and Salary	85.7	84.5	82.5	79.0	80.2	78.9	88.1	87.1	84.8
Proprietors	14.3	15.5	17.5	21.0	19.8	21.1	11.9	12.9	15.2
Farm	4.4	3.0	2.7	10.4	7.5	6.6	3.0	2.2	1.9
Non-Farm 1/	10.0	12.5	14.8	10.6	12.3	14.5	8.9	10.7	13.3
BY INDUSTRY 2/									
Farm	5.3	4.6	3.7	12.3	10.6	8.4	4.4	3.4	2.7
Non-Farm	94.7	95.4	96.3	87.7	89.4	91.6	95.6	96.6	97.3
Private	80.5	82.0	82.5	68.5	72.0	74.5	77.4	79.8	81.8
Ag-Serv.,									
For.,	0.3	0.5	0.7	0.6	0.7	0.9	0.6	0.8	0.9
Fish.,									
Other									
Mining	0.1	0.0	0.0	0.3	0.3	0.3	0.8	1.1	0.9
Construction	5.0	7.7	4.2	5.0	4.9	4.5	4.9	5.0	5.3
Manufact.	22.9	15.2	16.5	12.3	11.3	10.2	21.9	18.5	15.4
Transport.,									
Public Util.	5.7	4.6	4.7	6.0	6.2	5.6	5.4	5.0	4.7
Wholesale Trade	4.4	8.3	7.2	4.2	5.9	5.5	4.6	5.1	4.9
Retail Trade	20.2	19.9	19.7	17.4	16.5	16.5	15.2	15.9	16.4
Finance,									
Insurance,									
Real Estate	3.5	5.7	6.8	5.3	6.8	7.8	5.5	6.7	7.6
Services	18.3	20.1	22.7	17.5	19.2	23.1	18.5	21.7	25.6
Govt & Govt Ent.	14.3	13.4	13.9	19.2	17.4	17.1	18.2	16.7	15.5
Fed./Civilian	3.2	2.7	2.9	2.5	2.0	2.0	3.2	2.7	2.5
Military	1.8	0.9	0.8	3.6	2.3	2.3	3.6	2.2	2.2
State/Local	9.3	9.8	10.2	13.1	13.2	12.8	11.4	11.9	10.9

1/ Excludes Limited Partners

2/ 1969-74 based on 1967 SIC.

1975-86 based on 1972 SIC.

Source: U.S. Bureau of Economic Analysis

Table 3 - Employment Trends for Hall County, Nebraska, and the U.S, 1970-86

	% Change 1970-80			% Change 1980-86		
	County	Nebraska	U.S.	County	Nebraska	U.S.
TOTAL EMPLOYMENT	28.5	22.8	25.1	0.8	3.6	12.4
BY TYPE						
Wage and Salary	26.8	24.7	23.6	-1.6	1.9	9.4
Proprietors	38.6	15.8	35.6	13.8	10.4	32.3
Farm	-12.3	-11.0	-8.5	-9.2	-8.7	-4.5
Non-Farm 1/	61.0	41.8	50.6	19.3	22.0	39.9
BY INDUSTRY 2/						
Farm	12.4	5.7	-3.6	-20.3	-17.4	-11.6
Non-farm	29.4	25.2	26.4	1.8	6.0	13.2
Private	30.9	29.0	29.0	1.4	7.2	15.1
Ag-Serv.,						
For.,	107.7	53.7	71.1	54.1	25.7	31.4
Fish.,						
Other						
Mining	N/A	19.0	71.8	N/A	16.6	-8.6
Construction	99.6	20.4	28.3	-45.5	-4.1	18.2
Manufact.	-14.3	13.1	5.5	8.8	-7.1	-6.2
Transport.,						
Public Util.	3.2	28.3	16.4	3.6	-6.3	5.8
Wholesale Trade	139.2	74.4	37.7	-12.0	-4.7	7.5
Retail Trade	26.1	16.5	30.7	-0.2	3.3	16.4
Finance,						
Insurance,						
Real Estate	107.3	57.9	53.8	21.4	19.2	27.4
Services	40.8	35.1	46.8	13.7	24.7	32.3
Govt & Govt Ent.	20.9	11.5	15.2	4.1	1.5	4.3
Fed./Civilian	10.2	-2.3	5.0	5.1	2.7	1.6
Military	-37.1	-22.1	-24.2	-9.7	3.5	12.7
State/Local	35.6	23.3	30.5	5.0	0.9	3.4

1/ Excludes Limited Partners

2/ 1969-74 based on 1967 SIC.

1975-86 based on 1972 SIC.

Source: U.S. Bureau of Economic Analysis

Table 4 - Total Employment and Percentage Changes by County, 1970-86

County	1970	1980	1986	% Change 1970-80	% Change 1980-86
Adams	15156	17810	17344	17.5	-2.6
Buffalo	13381	19045	20159	42.3	5.8
Clay	3254	4365	3928	34.1	-10.0
Hall	22350	28713	28934	28.5	0.8
Hamilton	3531	4520	4079	28.0	-9.8
Howard	2414	2627	2442	8.8	-7.0
Kearney	3367	3820	3710	13.5	-2.9
Nebraska	706963	868075	899040	22.8	3.6

Source: U.S. Bureau of Economic Analysis

Table 5 - Population Changes in Nebraska and Selected Counties, 1970-86

County	1970	1980	1985	1986	% Change 1970-80	% Change 1980-86
	(Thousands of Persons)					
Adams	30.5	30.8	31.3	30.9	1.0	0.3
Buffalo	31.3	35.0	37.3	36.8	11.8	5.1
Clay	8.3	8.1	7.8	7.6	-2.4	-6.2
Hall	42.8	47.9	49.5	48.9	11.9	2.1
Hamilton	8.8	9.3	9.2	9.1	5.7	-2.2
Howard	6.9	6.8	6.6	6.5	-1.4	-4.4
Kearney	6.7	7.0	6.8	6.7	4.5	-4.3
Nebraska	1488.0	1573.1	1604.9	1597.7	5.7	1.6

Source: U.S. Bureau of Economic Analysis

Table 6 - Unemployment Rates, 1980-86 (Percent)

County	1980	1981	1982	1983	1984	1985	1986
Adams	3.0	2.7	5.0	4.9	3.7	4.9	4.9
Buffalo	2.6	3.1	4.6	4.9	4.0	5.5	4.6
Clay	2.9	2.6	4.8	4.1	3.5	5.2	4.5
Hall	4.0	4.0	7.1	6.6	5.0	6.6	5.8
Hamilton	3.6	3.0	4.3	4.5	4.2	5.3	5.0
Howard	3.8	3.1	5.6	5.8	5.1	7.1	6.3
Kearney	2.6	2.6	3.2	3.5	2.5	3.4	2.8
Nebraska	4.1	4.1	6.1	5.7	4.4	5.5	5.0

Source: Nebraska Department of Labor



Table 7 - Total and Price Adjusted Personal Income  
For Selected Nebraska Counties, 1970-86

	1970	1980	1985	1986	% Change 1970-80	% Change 1980-86
	(Thousands of Dollars)					
ACTUAL PERSONAL INCOME 1/						
Adams	115859	301820	407181	414885	160.5	37.5
Buffalo	98792	278483	413772	429073	181.9	54.1
Clay	33194	60355	122096	125604	81.8	108.1
Hall	166541	438834	611663	637977	163.5	45.4
Hamilton	33959	65231	129237	129635	92.1	98.7
Howard	21596	44568	73071	75817	106.4	70.1
Kearney	29609	55035	102218	103225	85.9	87.6
Nebraska	5592859	14589410	20912873	21930092	160.9	50.3
Consumer Price Index						
(1967 = 100)	116.3	246.8	322.2	328.4	112.2	33
PRICE-ADJUSTED PERSONAL INCOME 2/						
Adams	99621	122293	126375	126335	22.8	3.3
Buffalo	84946	112838	128421	130656	32.8	15.8
Clay	28542	24455	37894	38247	-14.3	56.4
Hall	143199	177810	189840	194268	24.2	9.3
Hamilton	29199	26431	40111	39475	-9.5	49.4
Howard	18569	18058	22679	23087	-2.8	27.8
Kearney	25459	22299	31725	31433	-12.4	41.0
Nebraska	4808993	5911430	6490650	6677860	22.9	13.0

1/ Personal Income includes: salaries  
and wages; other labor income;  
proprietors' income; personal  
interest, dividends, and rental income;  
transfer payments.

2/ Price adjustment = actual income /  
consumer price index for specific year

Source: U.S. Bureau of Economic Analysis

Table 8 - Total and Price Adjusted Farm Income  
For Selected Nebraska Counties, 1970-86

	1970	1980	1985	1986	% Change 1970-80	% Change 1980-86
	(Thousands of Dollars)					
ACTUAL FARM INCOME 1/						
Adams	9019	20669	39827	39764	129.2	92.4
Buffalo	11845	-7294	31807	33186	N/A	N/A
Clay	11379	-1111	46096	47578	N/A	N/A
Hall	10655	-1500	36898	36825	N/A	N/A
Hamilton	11298	-5792	38911	38387	N/A	N/A
Howard	7946	-3230	13847	15698	N/A	N/A
Kearney	10411	-2688	30391	29250	N/A	N/A
Nebraska	539851	477700	1692978	1926405	-11.5	303.3
Consumer Price Index (1967 = 100)						
	116.3	246.8	322.2	328.4	112.2	33
PRICE-ADJUSTED FARM INCOME 2/						
Adams	7755	8375	12361	12108	8.0	44.6
Buffalo	10185	-2955	9872	10105	N/A	N/A
Clay	9784	-450	14307	14488	N/A	N/A
Hall	9162	-608	11452	11213	N/A	N/A
Hamilton	9715	-2347	12077	11689	N/A	N/A
Howard	6832	-1309	4298	4780	N/A	N/A
Kearney	8952	-1089	9432	8907	N/A	N/A
Nebraska	464188	193558	525443	586603	-58.3	203.1

1/ Personal Income includes: salaries  
and wages; other labor income;  
proprietors' income; personal  
interest, dividends, and rental income;  
transfer payments.

2/ Price adjustment = actual income /  
consumer price index for specific year

Source: U.S. Bureau of Economic Analysis

Table 9 - Total and Price Adjusted Net Taxable Sales  
for Selected Nebraska Counties, 1970-86

	1980	1984	1985	1986	% Change 1984-85	% Change 1985-86
	(Thousands of Dollars)					
ACTUAL NET TAXABLE SALES 1/						
Adams	176220	160983	149701	160250	-7.0	7.0
Buffalo	197498	194564	188442	198319	-3.1	5.2
Clay	29319	22955	20858	22911	-9.1	9.8
Hall	355734	330958	307289	331631	-7.2	7.9
Hamilton	33421	27776	25027	26143	-9.9	4.5
Howard	20844	16288	14346	15107	-11.9	5.3
Kearney	26868	20680	18516	19492	-10.5	5.3
Nebraska	8193715	8149961	8148604	8735051	0.0	7.2
Consumer Price Index						
(1967 = 100)	246.8	310.7	332.2	328.4	3.7	1.9
PRICE-ADJUSTED NET TAXABLE SALES 2/						
Adams	71402	51813	46462	48797	-10.3	5.0
Buffalo	80023	62621	58486	60390	-6.6	3.3
Clay	11879	7388	6474	6976	-12.4	7.8
Hall	144139	106520	95372	100984	-10.5	5.9
Hamilton	13542	8940	7767	7961	-13.1	2.5
Howard	8446	5242	4452	4600	-15.1	3.3
Kearney	10887	6656	5747	5936	-13.7	3.3

1/ Figures do not include vehicle sales.

Sales tax from food was removed

October 1, 1983

2/ Price Adjusted = sales /

consumer price index for specific year

Source: Nebraska Department of Revenue

Table 10 - Total and Price Adjusted Motor Vehicle Taxable Sales  
Based on Automobile Registrations Per County

	1980	1984	1985	1986	% Change 1984-85	% Change 1985-86
	(Thousands of Dollars)					
ACTUAL MOTOR VEHICLE SALES 1/						
Adams	15736	20562	17811	20697	-13.4	16.2
Buffalo	17972	22301	18993	23071	-14.8	21.5
Clay	5627	5402	4680	5820	-13.4	24.3
Hall	27316	35431	33578	37300	-5.2	11.1
Hamilton	6069	6603	5768	6768	-12.7	17.3
Howard	3645	4231	3165	4352	-25.2	37.5
Kearney	5271	4860	4510	5817	-7.2	29.0
Nebraska	817484	1110339	1066606	1245866	-3.9	16.8
Consumer Price Index						
(1967 = 100)	246.8	310.7	332.2	328.4	3.7	1.9
PRICE-ADJUSTED MOTOR VEHICLE SALES 2/						
Adams	6376	6618	5528	6302	-16.5	14.0
Buffalo	7282	7178	5895	7025	-17.9	19.2
Clay	2280	1739	1453	1772	-16.5	22.0
Hall	11068	11404	10421	11358	-8.6	9.0
Hamilton	2459	2125	1790	2061	-15.8	15.1
Howard	1477	1362	982	1325	-27.9	34.9
Kearney	2136	1564	1400	1771	-10.5	26.5

1/ Figures represent vehicle  
registration within the county, not  
necessarily sales.

2/ Price Adjusted = Sales /  
consumer price index for specific year

Source: Nebraska Department of Revenue

Table 11 - Total and Price Adjusted Assessed Valuation  
for Selected Nebraska Counties, 1970-86

	1970		% Change 1975 1970-75	1980	% Change 1975-80	1986	% Change 1980-86
ACTUAL ASSESSED VALUATION (Thousands of Dollars)							
Adams	258743	326497	26.2	747530	129.0	870469	16.4
Buffalo	283547	361154	27.4	764841	111.8	801805	4.8
Clay	145697	173142	18.8	348903	101.5	338787	-2.9
Hall	361518	482672	33.5	1087126	125.2	1216081	11.9
Hamilton	195382	226789	16.1	439784	93.9	438848	-0.2
Howard	88108	106725	21.1	200088	87.5	213773	6.8
Kearney	127811	154221	20.7	320963	108.1	368987	15.0

Consumer Price Index							
(1967 = 100)	116.3	161.2	38.6	246.8	53.1	328.4	33.1

PRICE-ADJUSTED ASSESSED VALUATION (Thousands of Dollars) 1/							
Adams	222479	202542	-9.0	302889	49.5	265064	-12.5
Buffalo	243807	224041	-8.1	309903	38.3	244155	-21.2
Clay	125277	107408	-14.3	141371	31.6	103163	-27.0
Hall	310850	299424	-3.7	440489	47.1	370305	-15.9
Hamilton	167998	140688	-16.3	178194	26.7	133632	-25.0
Howard	75759	66206	-12.6	81073	22.5	65095	-19.7
Kearney	109897	95670	-12.9	130050	35.9	112359	-13.6

1/ Price Adjusted = assessed valuation /  
consumer price index

Source: Nebraska Department of Revenue

Table 12 - Occupations for Employed Persons 16 Years and Older  
Hall County, 1980

Occupation	Percentage of Total Employment	
	County	Nebraska
Managerial and Professional		
Specialty Occupations:	20.9	21.2
Executive, Admin., and Managerial	11.2	10.0
Professional Specialty	9.7	11.3
Technical, sales, and		
Administrative Support:	27.9	27.5
Technical and related	1.3	2.5
sales Occupations	12.8	10.0
Administrative Support		
and Clerical	13.8	15.0
Service Occupations:	15.2	13.8
Private Household	0.6	0.5
Protective Services	1.6	1.0
Other Services	13.0	12.3
Farming, Forestry, and Fishing	5.1	10.3
Precision Production,		
Craft, and Repair	13.1	11.6
Operators, Fabricators,		
and Laborers:	17.8	15.6
Machine operators, Assemblers,		
and Inspectors	7.2	6.2
Transportation and		
Material Moving	5.1	4.7
Handlers, Equipment Cleaners,		
Helpers, and Laborers	5.5	4.6

Source: U.S. Bureau of the Census, 1980 Census, Summary Tape File 3

Table 13 - Percentage of Persons 25 Years and Older with Selected Educational Characteristics, Hall County, 1980

Education Level Completed	County	Nebraska	U.S.
Elementary School Only	13.5	15.1	18.3
High School Graduate	74.8	73.4	66.5
Four or More Years of College	12.9	15.5	16.2
Median School Years Completed	12.6	12.6	12.5

Source: U.S. Bureau of the Census, 1980 Census, Summary Tape File 3





*Steering Committee Liaison--*

*Tables for your county/area go here.  
Get them from the data coordinator.*



## **Appendix J**

### **Materials for Day 2**

This appendix contains the materials and samples of materials to be completed, photocopied, and sent to steering committee members prior to the Day 2 meeting. See Appendix F, Steering Committee Liaison's Role, for specific instructions.



*Sample Letter to Include with  
Participant's Handbooks*

Dear Steering Committee Member,

Thank you for your important contributions to the first strategic planning session. We believe it was a successful and productive meeting.

The second session will be held April 17 at the Willow Wood Community Building, starting at 9:00 a.m. and ending by 3:00 p.m. Once again please plan to stay there throughout the day as lunch will be provided.

Enclosed you will find additional materials to be placed in your notebook. These items include minutes from our first session, the Day 2 agenda, discussion group assignments, survey/profile results, and a guide to preparing an action plan. Please find your group assignment and take some time to study the materials that accompany it. This preparation helps focus the discussion and move it along.

A reminder--please bring your notebook, with these new materials, to the next meeting. I'll see you on the 17th.

Sincerely,

Joe Jones  
Strategic Planning Resource Team



*Steering Committee Liaison--*

*Minutes from your Day 1 session go here.*

*Get them from the recorder.*





## **Strategic Planning Session**

### **Day 2 Agenda**

8:30 - 8:45 a.m.	Introduction
8:45 - 9:00 a.m.	"Doing the Strategic Planning Process," Self-Help Video; Day 2, Part 1
9:00 - 10:30 a.m.	Small Group Discussions
10:30 - 11:30 a.m.	Reports by Small Groups and Identification of Key Internal Issues
11:30 - 12:00 noon	Summarize Key External and Internal Issues
12:00 - 12:15 p.m.	Video; Day 2, Part 2
12:15 - 12:30 p.m.	Matrix Exercise
12:30 - 1:30 p.m.	Lunch
1:30 - 2:00 p.m.	Discuss Results of Matrix Exercise
2:00 - 2:15 p.m.	Video; Day 2, Part 3
2:15 - 2:45 p.m.	Form Action Plan Subcommittees
2:45 - 3:00 p.m.	Wrap-up



**GROUP ASSIGNMENTS FOR  
STRATEGIC PLANNING SESSION - DAY 2**

*Date*

GROUP 1  
BUSINESS ATTITUDES/MARKETING

*[Participants' names go here]*

GROUP 2  
COMMUNITY IMAGE/ORGANIZATIONS

*[Participants' names go here]*

GROUP 3  
COMMUNITY FACILITIES/SERVICES

*[Participants' names go here]*



# **Doing the Strategic Planning Process: A Self-Help Video**

## **Day 2 Outline**

### **I. Overview**

(break into discussion groups)

### **II. Prioritizing Key Issues**

(break for matrix exercise)

### **III. Translating Theory into Action**

#### **A. Major Strategy Options**

1. Supply Orientation
2. Demand Orientation
3. Institutional Orientation

#### **B. Types of Economic Development Strategies**

1. Attract New Firms
2. Purchase Local Goods and Services
3. Retain and Expand Existing Firms
4. Develop New Business
5. Bring in Federal and State Grants

**PERFORMANCE OF THE LOCAL EFFORT**  
(Y Axis)

Excellent 5					
Very Good 4					
Average 3					
Below Average 2					
Poor 1					
	1 Of Little Importance	2 Of Some Importance	3 Important	4 Very Important	5 Vital

**FACTOR IMPORTANCE TO ECONOMIC DEVELOPMENT**  
(X Axis)



## Day 2

### Small Group Discussion Guides

This section contains information to help you read and use results from surveys so you can understand the internal strengths and weaknesses of your community. The results of two surveys (community attitudes and business attitudes) and two profiles (community facilities and economic development organizations) are used to answer questions in small discussion groups during Day 2 of the strategic planning process.

The surveys have been completed by the following groups/individuals:

- The community attitude survey was sent to all households in the community.
- The business survey has delivered to all businesses/industries in the community.
- The organizational profile has been completed by the chamber of commerce director or someone who is equally familiar with the community's organizations.
- The community facilities profile has been completed by the city clerk or the city manager/administrator, or someone equally familiar with the city's services and facilities.

Responses to all the community attitude and business attitude surveys have been tabulated and typed onto one survey form. You received copies of the survey and profile results in this packet of Day 2 materials. To help make your analysis of your community's survey and profile results as easy as possible, we have enclosed sample results and will show you how to read them.

The answers to the questions asked are of two main types: rating on a scale, and yes/no. The rating questions use a scale of 1 to 5, with 5 being *excellent*. When you read the results, more emphasis should be placed on the ratings of 1, 2, 4 and 5 (*poor, fair, good and excellent*) than on 3 (*satisfactory*), because they represent stronger emotions. The *satisfactory* rating may not be reliable, because it may simply represent a lukewarm response. However, it may also represent the satisfaction actually felt by the respondent.

The results are entered as percentages. For example, under question 1 of the community attitude survey, which asks respondents to rate the general appearance of the various parts of town, 7.6 percent in our sample rated the appearance of downtown businesses *excellent* and 42.6 percent rated it *good*. Note that the numbers across each row add to 100 percent (although rounding may change this slightly).



**Discussion Questions**

You have been assigned to one of three discussion groups: Business Attitudes/Marketing; Community/Industrial Facilities and Services; and Community Image/Organizations. Your group will work with the survey and profile results and draw on personal experiences to answer a series of discussion questions which will help you better understand your community’s attitudes while working through the discussion guide for your small group, refer to the data for your own community (following the samples), then take the time to review your community’s entire survey results.

The discussion guides and questions for each group start on the following pages:

Business Attitudes/Marketing .....	J-10
Community/Industrial Facilities and Services.....	J-15
Community Image/Organizations .....	J-19

## **Business Attitudes/Marketing Discussion Guide**

Members of the "Business Attitudes/ Marketing" group have five major questions to answer on Day 2. You will use the information from the citizen and business surveys as well as your personal experiences and knowledge of the community to answer the following questions.

- Where do citizens/ residents shop for goods and services? Where is the greatest leakage? What factors seem to be related to shopping patterns? What are the trends in recent years?
- What is the attitude of the business leadership toward the community and its residents? What about business-government relationships?
- What do businesses say are the biggest problems confronting them?
- What types of markets do local businesses serve? Where do they buy their goods and services?
- What types of retail and service establishments do residents want to see in the area?

Some of the answers to these leading questions are found in the community and business attitude surveys (samples follow page J-22; your community's surveys follow the samples). Once you have gone through this guide using the sample information, use your own community's results to answer the discussion questions above.

### **Question 1**

*Where do citizens/residents shop for goods and services? Where is the greatest leakage?*

Question 25 of the community attitude survey gives detailed information on shopping for both goods and services in the community and surrounding communities. The sample survey shows that 70.7 percent of respondents buy their groceries in city A, but only 19.8 percent buy their children's clothing there. Examine this question carefully, because it is full of information about retail and service activity in your community and can help identify monetary leakage. The survey may contradict the general perception about where people buy things. For instance, while residents of the sample community thought that most people went out of town to see a doctor, the survey results show that most (75.8%) go to their local physician. Your survey, although not a market survey, may also highlight areas for potential business start-up or expansion.

Question 23 asks residents how much they spend on goods and services outside of your city, to determine their general shopping habits. The sample survey shows that the majority of residents spent 30 percent or less outside of town.

Question 24 asks whether residents checked within the city first for items they bought out of town. This question helps to assess loyalty to local merchants. The sample survey had 83.7 percent of respondents checking their city first, thus showing a high degree of loyalty or a desire for convenience.

*What factors seem to be related to shopping patterns?*

Consideration of several factors is important to understand why people shop where they do. Community Attitude Survey questions 2, 3, 4, 20 and 21 help assess respondents' feelings about parking, merchants' and clerks' attitudes, and evening store hours. While it is difficult to determine the exact impact of these items on shopping patterns, they provide general feelings about the shopping situation in general.

*What are the trends in recent years?*

Because no specific question addresses this, it is best answered by community residents who have been living there for several years. They will know the history of new shopping malls, changes in downtown stores, nearby shopping opportunities, how shopping trips combine with entertainment in neighboring cities, etc. This question is important because it demonstrates the past and current situations and opens discussion about the possibility of regaining lost customers or gaining new ones.

## **Question 2**

*What is the attitude of the business leadership toward the community and its residents?*

Answers to this question come from both the community and business attitude surveys. Question 3 of the community attitude survey asks community members about the attitude of the local merchants toward encouraging local trade. Question 16 of the business survey asks business owners the same question. In the sample, merchants and residents alike see the need to improve attitudes, with less than 10 percent rating them excellent.

Questions 14, 19, and 20 on the business survey ask merchants to rate the appearance of the community and services available in the community. Responses to these questions help gauge how business people feel about their city in general.

### *What about business-government relationships?*

Question 13 of the community attitude and Question 17 of the business attitude survey address the responsiveness of city government and leadership to the needs of citizens. Both of the sample surveys show a fair degree of satisfaction with city government. Economic development projects are often joint efforts between community organizations and the government, so it is important that these relationships be healthy.

### **Question 3**

#### *What do businesses say are the biggest problems confronting them?*

Some of the information needed to answer this question will come from the business persons in the discussion group; much will come from the business attitude survey.

Questions 2 and 3 ask businesses whether they have difficulty hiring employees and whether these employees are prepared to do the job once hired. These questions help identify problems with the availability and skill level of the labor force. The sample survey noted that only 20.9 percent had trouble hiring employees, thereby demonstrating a somewhat adequate labor force. But even this large a percentage answering yes to this question could indicate serious difficulties in expanding and retaining business in the area.

Question 12 asks about this year's sales compared to past year's. If a large percentage answers that sales are worse, this is an indication of problems throughout the business community.

Question 13 asks for suggested areas of improvement. If there are high percentages answering yes to any of those questions, it may show a problem area. For instance, if "improved transportation routes" was answered "yes" by a large proportion of responding businesses, this would be an area for discussion. The sample community rated the following areas as needing improvement: transportation routes, marketing and promotion, business property, merchant cooperation, and community image.

Question 14 addresses shopper parking. This can be a problem for businesses and often surfaces in discussion. The sample survey shows inconclusive results, with almost equal percentages rating it excellent and good as those rating it poor and fair.

Question 26 asks whether there are adequate areas for expansion. If this has a high percentage answering no, then this is problem for existing merchants wishing to expand, or potential new merchants.

#### **Question 4**

*What kind of markets do local businesses serve?*

This question may best be answered by the group participants, although some sense of the marketplace will be gained from the survey. If the community is surrounded by farming, then it is likely to serve an agricultural market; if near a large metropolitan area, it may serve bedroom community dwellers. It is important to remember the kind of market present and then form strategies to work within that market or develop new, compatible products for the market.

*Where do local businesses buy their goods and services?*

Your knowledge of the availability of goods and services in your community will help answer this question. Question 25 of the community attitude survey also provides information about availability. If a low percentage of persons buy a particular item in your community, one reason may be that it is not readily available. It is of economic importance that local businesses buy as many goods and services as possible in their own community.

The discussion group may find there is a need for a business service in your city. Strategies can then be developed for business assistance in order to gain this new business.

#### **Question 5**

*What types of retail and service establishments do residents want to see in the area?*

This answer will also come from group discussion and from the surveys. Question 28 of the business survey asks what goods/services your community needs. Question 25 of the consumer survey helps form the answer by demonstrating areas of low local shopping ratings, implying an unavailability of goods. The items with low ratings should be studied with an eye toward the feasibility of attracting the service or stocking the goods locally.

**Business Attitudes/Marketing  
Discussion Questions**

1. Where do citizens/residents shop for goods and services? Where is the greatest leakage? What factors seem to be related to shopping patterns? What are the trends in recent years?
2. What is the attitude of the business leadership toward the community and its residents? What about business-government relationships?
3. What do businesses say are the biggest problems confronting them?
4. What types of markets do local businesses serve? Where do they buy their goods and services?
5. What types of retail and service establishments do residents want to see in the area?



## **Community/Industrial Facilities and Services Discussion Guide**

The community/industrial facilities and services group will answer the following four major questions.

- How do citizens rate various aspects of community services and facilities? What does this say about the availability and quality of community services and facilities?
- What deficiencies are there in the services and facilities of your community? Are there particular strengths or areas which should be emphasized?
- How important are some of these services and facilities to your community's economic development efforts?
- Because of the technical nature of most facilities, are there specific areas that should be subject to further detailed study to determine what their effect might be on economic development?

Some of the answers to these leading questions are found in the community and business attitude surveys (samples follow page J-22; your community's surveys follow the samples). Once you have gone through this guide using the sample information, use your own community's results to answer the discussion questions above.

### **Question 1**

*How do citizens rate various aspects of community services and facilities? What does this say about the availability and quality of community services and facilities?*

Question 16 of the community attitude survey and Question 19 of the business survey rate city services. These services are important not only to the well-being of the citizens, but to business and industry as well. Problem areas expressed in the surveys can give city officials directions for improvements. The sample survey shows potential problem areas to be animal control, street maintenance, and city planning and zoning; a sizable percentage of responses on these items were either fair or poor.

Question 17 of the community survey and Question 20 of the business survey ask for opinions on the hours of operation of city and county offices, post office, and library. Sample respondents appear satisfied with the hours of operation in their city.



## Question 2

*What deficiencies are there in the services and facilities of your community?*

This question draws heavily from the community facilities profile, which covers streets, utilities, solid waste management, wastewater collection and treatment, water supply, housing, parks and recreation, and planning.

Answers to the questions highlight deficiencies in the facilities. (Deficiencies can be in availability and in quality of what is available.) For instance, if the community's electrical capacity has already been reached, there will be an inadequate electrical supply for a new large industry. The same is true for water and wastewater treatment. For example, a food processing plant uses a great deal of water and wouldn't be likely to locate in an area with reduced water and wastewater treatment capacity.

*Are there particular strengths or areas that should be emphasized?*

Using the community facility profile, you should look for areas in which your community is doing especially well and use these strengths in industrial recruitment campaigns or long-range community planning. For instance, if your community has adequate capacity of electricity, water, and wastewater treatment, your group may want to encourage new industry that has such needs. On the other hand, if there is inadequate housing – either in terms of quantity, quality, or affordability – and no strong commitment to improvement of housing problems, industries with large needs for new workers may find housing a difficult obstacle to overcome.

A strong planning component of city government may make incorporation of new plans and community ideas easier.

## Question 3

*How important are some of these services and facilities to your community's economic development efforts?*

Several of the services and facilities you discuss in your small group are very important to economic development. As mentioned before, industries and businesses will be more likely to locate in a community that has the community facilities (infrastructure) to accommodate them. It is also important to look at the existing industries and businesses to see whether the facilities need to have a larger capacity to accommodate them. Increasing such facilities often incurs high costs, and bond issue support is usually needed from the voters; therefore a strong relationship among industrial developers, city officials and community residents is of utmost importance.

#### **Question 4**

*Because of the technical nature of most facilities, are there specific areas which should be subject to further detailed study to determine what their impact might be on economic development?*

The discussion group will decide the answer to this question after looking over the surveys and discussing the current needs and potential expansion of industries/businesses currently in the community, and those which may be recruited in the future.

Areas chosen for further study should be brought to the attention of government and other organizational officials to determine which improvements or changes are feasible or necessary.

**Community/Industrial Facilities and Services  
Discussion Questions**

1. How do citizens rate various aspects of community services and facilities? What does this say about the availability and quality of community services and facilities?
2. What deficiencies are there in the services and facilities of your community? Are there particular strengths or areas that should be emphasized?
3. How important are some of these services and facilities to your community's economic development efforts?
4. Because of the technical nature of most facilities, are there specific areas that should be subject to further detailed study to determine what their impact might be on economic development?

## **Community Image/Organizations Discussion Guide**

Members of the community image/organizations group will have three major questions to answer at the second steering committee meeting. You will use the information from the community and business attitude surveys and the organizational profile as well as your personal experience to answer the following questions.

- What is the community image currently held by residents of your community? Do they want to change this image?
- What do businesses think about your community's image? How do businesses feel about their business district?
- How well do existing organizations promote the community? Is there a commitment to economic development? Are there means to carry out the commitment?

Some of the answers to these leading questions are found in the community and business attitude surveys (samples follow page J-22; your community's surveys follow the samples). Once you have gone through this guide using the sample information, use your own community's results to answer the discussion questions above.

### **Question 1**

*What is the community image currently held by residents of your community?*

The idea of *image* incorporates many general feelings. Question 1 of the community attitude survey asks for the residents' impression about the appearance of the community, and it provides important information about the community's self-image. A community that has a run-down appearance often has a poor self-image.

Questions 5,6,7 and 8 of the community attitude survey are concerned with local school facilities, curricula, and attitudes. Because local schools are often a hub of activity and a source of pride, these questions reveal whether this pride is present in your community.

Questions 10 and 11 provide information about the recreational opportunities in your community. Places of recreation are often community meeting places and are another source of local pride.

Group discussion will also lead to conclusions about community pride, enthusiasm, and a "can-do" attitude. Communities with positive self-images are much more likely to have successful projects.

*Do they want to change this image?*

Questions 27 and 28 of the community attitude survey are concerned with the willingness of community members to work toward community improvement and economic development. Having a large percentage of persons willing to do so indicates either current pride in the community or a desire for improvement of that image. A small percentage of positive responses indicates a "ho-hum" attitude about community improvement.

If the community image perceived by the surveys and discussion groups is poor, the steering committee may well decide that image is a problem and look for ways to improve it.

## **Question 2**

*What do businesses think about your community's image?*

The business survey's Question 13, part f, asks specifically whether respondents think the community image needs improvement. A high percentage of *yes* answers indicates the business community thinks the image should be improved. Question 25, part i, asks merchants whether their businesses are located in the community because of its small town atmosphere. *Yes* answers here could also mean the community has a good image, friendliness, etc.

*How do businesses feel about their business district?*

Question 13, item c, of the business survey, asks businesses whether they need to make improvements to business property.

Question 14 of the business survey, regarding general appearance, is related to the image question. If the business district has a shabby appearance, it is likely that the business community has a poor self-image.

## **Question 3**

*How well do existing organizations promote the community?*

The organizational profile provides information about community organizations. To assess how effective community promotion is, look at the number of cooperative activities (question 1d), the development activities financed by the development organization (3d), and the programs for business start-up (question 7a). Although it is difficult to determine the success of promotion without having realized actual business/industrial recruitments, it is important to have ongoing programs and activities.

*Is there a commitment to economic development? Are there means to carry out the commitment?*

The organizational profile indicates which organizations are committed to economic development. This commitment is shown by the interaction with other organization (question 1a), the amount in the budget for economic development (question 3), and the number of business assistance and industrial/business recruitment activities (questions 7a and 9b). The presence of an organizational chart indicates a formal approach to economic development (question 10).

**Community Image/Organizations  
Discussion Questions**

1. What is the community image currently held by residents of your community? Do they want to change this image?
2. What do businesses think about your community's image? How do businesses feel about their business district?
3. How well do existing organizations promote the community? Is there a commitment to economic development? Are there means to carry out the commitment?

SAMPLE COMMUNITY ATTITUDE SURVEY RESULTS  
FOR DAY 2 DISCUSSION GUIDE

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor
1. The general appearance of:					
a. Downtown business areas .....	7.6	42.6	36.0	12.2	1.5
b. Residential areas .....	5.5	42.4	35.3	14.5	2.3
c. Industrial areas .....	7.0	36.8	39.3	13.9	3.0
d. Highway commercial areas .....	6.1	35.6	34.9	17.3	6.1
e. <i>Other areas</i> .....	18.7	42.7	26.8	9.7	2.1
2. The availability of shopper parking .....	4.8	34.9	32.1	19.1	9.0
3. General attitude of local merchants toward encouraging local trade .....	7.5	32.4	30.1	22.1	7.8
4. General attitude of retail clerks .....	12.4	41.1	31.1	13.0	2.4



CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor
5. School facilities:					
a. Elementary (grades K-8) .....	21.2	51.6	20.6	4.1	2.6
b. High school (grades 9-12) .....	18.7	48.8	24.8	6.4	1.2
6. Local school curriculum:					
a. Elementary (grades K-8) .....	14.6	52.3	24.6	5.9	2.5
b. High school (grades 9-12) .....	13.3	46.7	27.0	10.7	2.3
7. The relationship between the community and the professional staff at school. ....	6.3	34.4	37.8	16.9	4.7
8. The use of school facilities for community programs, recreation, meetings, etc. ....	14.5	41.9	29.6	9.4	4.6
9. Supply of suitable:					
a. Houses for purchase .....	10.3	28.4	30.2	14.3	16.8
b. Apartments or houses for rent. ....	7.3	24.8	27.6	23.7	16.6
c. Housing for the elderly .....	9.8	32.7	30.3	18.4	8.8
d. Housing for low income .....	10.7	29.9	32.1	18.6	8.7
e. Mobile home parks .....	11.1	35.6	38.5	10.8	4.0
10. Recreational facilities:					
a. City parks .....	16.7	44.7	26.2	8.2	4.1
b. Shelters & picnic facilities .....	15.8	42.5	28.9	7.9	4.9
c. Ball fields .....	17.2	31.4	16.0	4.1	0.8
d. Tennis courts .....	15.6	31.2	16.2	5.1	0.8
e. Swimming pool .....	16.8	33.5	15.8	4.5	1.2
f. <i>Other facilities</i> .....					

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor
11. Recreational programs in the community for:					
a. Young children .....	14.2	34.4	28.9	12.4	10.1
b. Teenagers .....	7.5	22.2	28.2	18.2	23.9
c. Adults .....	10.2	32.8	31.6	14.4	11.0
d. Senior citizens .....	16.9	38.8	28.2	10.3	5.8
12. Medical facilities and services:					
a. Hospital(s) .....	17.2	39.8	28.8	10.0	4.2
b. Nursing home(s) .....	10.3	11.8	30.2	36.2	11.5
c. Doctor(s).....	12.5	20.1	31.8	28.6	7.0
13. The responsiveness of City Government and leadership to the needs of the citizens of <i>city</i> .....	5.7	25.2	34.4	23.3	11.4
14. The Chamber of Commerce in <i>city</i> .....	11.7	33.0	36.7	14.6	4.0
15. The Development Company of <i>city</i> .....	7.3	20.6	36.3	22.5	13.2
16. Please rate the following services:					
a. Fire protection .....	47.3	39.6	10.2	2.4	0.4
b. Police protection .....	23.0	39.1	21.9	9.6	6.0
c. Street maintenance .....	16.3	39.6	27.7	12.3	3.8
d. Library facilities .....	33.0	50.7	13.8	2.2	0.2
e. Ambulance .....	44.0	42.2	12.6	1.1	0.0
f. City planning and zoning .....	8.4	33.8	36.3	13.7	7.8
g. Sewage treatment.....	15.5	48.4	26.9	5.7	3.5
h. Garbage collection .....	28.0	45.1	18.3	5.9	2.7
i. Animal control .....	6.2	21.5	27.3	17.7	27.3
j. Natural gas .....	34.3	45.0	18.6	1.4	0.7
k. Electricity .....	35.1	45.6	17.2	2.0	0.0
l. Cable TV .....	17.1	32.2	29.8	14.7	6.2
m. Telephone .....	27.6	45.2	21.3	3.8	2.0
n. Water .....	33.4	45.3	17.5	2.6	1.2

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor
17. Hours of operation:					
a. Library .....	21.9	47.0	26.4	3.8	1.0
b. Banks .....	24.9	44.4	24.0	5.7	0.9
c. City offices .....	20.2	47.2	28.0	4.1	0.5
d. County offices .....	19.0	45.8	29.2	4.3	1.7
e. Local businesses .....	18.0	45.4	29.7	5.9	0.9
f. Post office .....	18.1	39.8	28.4	10.6	3.1
18. The availability of job opportunities:					
a. Full-time .....	3.0	14.6	24.2	33.4	24.8
b. Part-time .....	3.6	16.3	30.4	31.9	17.8
c. Recent high school graduates .....	2.3	12.3	24.5	31.6	29.4
d. Recent college graduates .....	2.6	6.9	20.3	29.1	41.2
e. Summer work for students .....	4.1	12.4	31.1	32.4	20.0
f. Overall .....	1.6	13.6	27.3	38.0	19.5
19. The overall quality of job opportunities .....	10.3	10.2	25.3	40.1	14.1
20. Should one evening a week be set aside for businesses to remain open in <i>city</i> ?			Yes 67.0	No 33.0	
21. Which night do you suggest businesses stay open in <i>city</i> ?			Monday ..... 1.6 Tuesday ..... 2.0 Wednesday ..... 14.6 Thursday ..... 29.2 Friday ..... 21.3 Saturday ..... 31.2 Sunday ..... 0.0		
CIRCLE ONLY ONE NUMBER					
22. Would you support a city sales tax if the amount collected was used to decrease your real estate taxes?			Yes 43.0	No 57.0	

CIRCLE ONE NUMBER FOR EACH QUESTION

23. Overall, how much do you  
spend on goods and services  
outside of *city*?

Hardly any (less than 10%) ..... 35.5  
Some (10-30%) ..... 30.5  
Quite a bit (30-50%) ..... 18.9  
A great deal (50% or more) ..... 15.2

24. Before you bought something outside  
of your city, did you first check to  
see if it was available in *city*?

Yes                      No  
83.7                      16.1

25. Where do you *usually* purchase  
the following goods and services?

CIRCLE ONLY ONE NUMBER PER ROW		<i>Your City</i>	<i>City A</i>	<i>City B</i>	<i>City C</i>	<i>City D</i>	<i>City E</i>
a.	Groceries . . . . .	70.7	8.5	0.6	17.7	1.9	0.6
b.	Dining at fine restaurants . . . . .	62.0	9.7	1.0	18.2	3.0	5.4
c.	Fast food . . . . .	46.2	5.0	0.3	38.8	4.4	4.2
d.	Entertainment/movies, etc. . . . .	60.7	2.5	2.9	14.7	4.4	14.8
e.	Men's clothing . . . . .	36.4	4.8	3.2	26.1	10.2	19.3
f.	Women's clothing . . . . .	32.8	8.0	4.0	24.0	10.7	20.5
g.	Children's clothing . . . . .	19.8	4.1	6.6	39.6	9.1	20.8
h.	Shoes . . . . .	30.9	3.6	2.2	33.8	7.4	22.1
i.	Drugs/medicine . . . . .	74.0	4.9	1.5	12.8	0.9	5.4
j.	Farm equipment . . . . .	64.2	2.1	13.6	5.3	1.1	13.7
k.	Hardware . . . . .	74.9	4.6	0.9	13.0	1.5	3.5
l.	Building materials . . . . .	71.6	2.1	4.2	5.0	4.1	13.0
m.	Appliances, large . . . . .	50.7	3.9	3.1	16.4	1.7	22.8
n.	Furniture . . . . .	10.0	0.6	0.9	20.3	6.6	61.6
o.	Sporting/recreation equip. . . . .	25.5	2.3	6.2	38.2	3.7	24.1
p.	Automobiles . . . . .	59.9	1.4	3.1	10.2	3.6	21.8
q.	Auto parts (tires, batteries, etc.) . . . . .	80.1	3.9	1.3	8.5	1.3	4.1
r.	Gasoline . . . . .	94.8	2.3	1.6	0.0	0.0	1.1
s.	Legal and accounting . . . . .	83.9	1.0	2.6	5.1	0.3	6.3
t.	Doctor . . . . .	75.8	1.8	8.0	3.7	0.2	9.8
u.	Hospital . . . . .	72.1	1.6	7.9	5.1	0.4	12.0
v.	Optometrist . . . . .	65.0	2.4	0.2	16.1	1.0	14.1
w.	Dentist . . . . .	80.4	1.0	1.9	6.3	0.0	10.1
x.	Veterinarian . . . . .	93.3	0.0	0.8	1.3	3.8	0.8
y.	Beautician/barber . . . . .	88.7	1.8	1.2	3.0	0.0	5.3
z.	Insurance . . . . .	86.7	2.1	3.3	3.4	0.2	4.1

CIRCLE ONE NUMBER FOR EACH QUESTION

	<i>Your City</i>	<i>City A</i>	<i>City B</i>	<i>City C</i>	<i>City D</i>	<i>City E</i>
aa. Bankers/financial services.....	90.9	3.9	2.1	2.0	0.0	1.1
bb. Appliance repair.....	88.1	1.5	0.2	6.9	0.0	2.2
cc. T.V. repair.....	88.7	0.7	0.2	7.5	0.0	2.2
dd. Plumbing repair.....	93.9	0.0	0.5	2.2	0.4	2.6
ee. Heating & air conditioning repair.....	92.6	0.5	0.2	3.3	0.2	2.8
ff. Electrical repair.....	95.8	0.7	0.2	1.2	0.0	1.4
26. Regarding the future economic growth of <i>city</i> , our efforts would best be spent (please indicate yes or no for <u>each</u> item below):						
				Yes	No	
a. Attracting new industry.....				24.4	75.6	
b. Attracting new retail business.....				28.7	71.3	
c. Attracting new service business.....				12.1	87.9	
d. Attracting tourism.....				10.8	89.2	
e. Supporting and expanding existing business and industry.....				24.8	75.2	
27. Would you be willing to work on a volunteer committee to carry out community economic development projects?						
		Yes	No			
		18.8	81.2			
28. Would you attend a town hall meeting to learn the results of this survey and discuss an action plan for <i>city</i> ?						
		Yes	No			
		53.9	45.7			
29. What three specific projects do you think would be most beneficial to your community?						
	1.					
	2.					
	3.					

CIRCLE ONE NUMBER FOR EACH QUESTION

The following questions will help us to identify and tabulate specific group attitudes.

30. What is your age?
- |                |      |
|----------------|------|
| Under 19 ..... | 0.0  |
| 19-24 .....    | 1.4  |
| 25-34 .....    | 13.4 |
| 35-44 .....    | 14.3 |
| 45-64 .....    | 21.8 |
| 65-74 .....    | 23.9 |
| 75 or more.... | 25.2 |
31. What is your sex?
- |              |      |
|--------------|------|
| Female ..... | 67.2 |
| Male .....   | 32.8 |
32. How many persons in your household?
- |                 |      |
|-----------------|------|
| One .....       | 30.3 |
| Two .....       | 40.6 |
| Three .....     | 7.6  |
| Four .....      | 12.7 |
| Five .....      | 6.0  |
| Six or more ... | 2.8  |
33. How long have you lived in *city*?
- |                          |      |
|--------------------------|------|
| Less than one year ..... | 1.4  |
| 1-4 years .....          | 9.1  |
| 5-9 years .....          | 11.6 |
| 10-19 years .....        | 24.1 |
| 20 or more .....         | 53.8 |
34. How many members of your household 18 years or older are:
- |   | None | One  | Two  | Three | Four<br>or More |
|---|------|------|------|-------|-----------------|
| a. retired .....                                    | 59.8 | 30.1 | 10.1 | 0.0   | 0.0             |
| b. employed full-time or part-time .....            | 18.9 | 35.2 | 40.3 | 5.4   | 0.2             |
| c. employed but would change for a better job ..... | 29.9 | 30.4 | 35.2 | 4.3   | 0.0             |
| d. unemployed and looking for work .....            | 90.2 | 5.1  | 4.2  | 0.5   | 0.0             |
| e. unemployed and not looking for work .....        | 94.7 | 3.1  | 2.0  | 0.2   | 0.0             |
35. How many wage earners reside in your household?
- |                     |      |
|---------------------|------|
| None .....          | 10.0 |
| One .....           | 41.3 |
| Two .....           | 38.2 |
| Three or more ..... | 10.4 |
36. Are any children in your household currently attending Public School in *city*?
- |  | Yes  | No   |
|--|------|------|
|  | 26.0 | 74.0 |
37. Do you:
- |                                   |      |
|-----------------------------------|------|
| Own or are buying your home ..... | 92.0 |
| Rent .....                        | 8.0  |



SAMPLE BUSINESS SURVEY RESULTS  
FOR DAY 2 DISCUSSION GUIDE

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

1. Type of product or service you provide:
 

Retail goods .....	51.1
Wholesale goods .....	2.2
Consumer or business services .....	37.8
Manufacturing/industrial .....	8.9
  
2. Do you have any problem(s) hiring employees?
 

Yes	No
20.9	79.1
  
3. Are newly-hired employees adequately prepared to do the job?
 

Yes	No
51.4	48.6
  
4. How long have you been operating in this location?
 

Less than one year .....	2.3
1-2 years .....	6.8
3-4 years .....	4.5
5-9 years .....	22.7
10 or more years .....	63.6
  
5. Did you start your business at this location?
 

Yes .....	71.1
No, started at another location in <i>city</i> .....	20.0
No, started at another location outside of <i>city</i> ...	8.9
  
6. What are your business plans for the next two to three years? (Please indicate yes or no for each item below.)
 

	Yes	No
a. Expand in present location .....	22.2	77.8
b. Reduce goods and/or services .....	5.0	95.0
c. Add employees .....	25.0	75.0
d. Reduce the number of employees .....	7.0	93.0
e. Relocate business within <i>city</i> .....	8.5	91.5
f. Relocate business outside of <i>city</i> .....	5.5	94.5
g. Close business .....	0.0	100.0
h. No change .....	46.7	53.3



CIRCLE ONE NUMBER FOR EACH QUESTION

- 7a. Do you currently own the property  
in which you operate?

Yes  
64.4

No  
35.6

→

- 7b. If no, is the owner  
located in *city*?

↓

Yes      No  
75.0      25.0

8. Most of my customers come from:

*City* ..... 76.2  
Elsewhere in *county in which the city is located* ... 15.1  
Outside *the county in which the city is located* .... 8.7

9. How much of your business comes from  
outside of *city*?

Hardly any (less than 10%) ..... 51.0  
Some (10-30%) ..... 12.5  
Quite a bit (30-50%) ..... 20.2  
A great deal (50% or more) ..... 16.3

10. The most important reason(s) people  
do business with me is (please indicate  
yes or no for each item below):

	Yes	No
a. Price .....	51.1	48.9
b. Selection .....	35.6	64.4
c. Quality of service .....	91.1	0.9
d. Promotion/marketing of goods and services .....	28.9	71.1
e. Store/business appearance .....	35.6	64.4
f. Community loyalty .....	24.4	75.6
g. <i>Other reason</i> .....	4.4	95.6

11. These towns provide significant  
competition for my business (please indicate  
yes or no for each item below).

	Yes	No
a. <i>City A</i> .....	75.6	24.4
b. <i>City B</i> .....	12.2	87.8
c. <i>City C</i> .....	30.2	69.8
d. <i>City D</i> .....	24.1	75.9
e. <i>City E</i> .....	15.0	85.0

CIRCLE ONE NUMBER FOR EACH QUESTION

12. How do this year's sales compare with past years?

Much better .....	22.7
A little better .....	31.8
About the same .....	36.4
A little worse .....	6.8
Much worse .....	2.3

13. The following areas might improve my business operations (please indicate yes or no for each item below):

	Yes	No
a. Better marketing and promotion .....	26.7	73.3
b. Improved transportation routes .....	35.2	64.8
c. Improvements to business property .....	26.7	73.3
d. More cooperation among merchants .....	26.7	73.3
e. Better qualified labor force .....	4.4	95.6
f. Better community "image" .....	22.2	77.8
g. More debt and equity capital .....	4.4	95.6
h. Less costly debt and equity capital .....	6.7	93.3
i. More support from Chamber of Commerce .....	6.7	93.3
j. <i>Other areas</i> .....	4.4	95.6

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor
14. The general appearance of:					
a. Downtown business areas .....	2.2	33.3	48.9	15.6	0.0
b. Residential areas .....	4.5	38.6	50.0	6.8	0.0
c. Industrial areas .....	2.6	43.6	43.6	5.1	5.1
d. Highway commercial areas .....	16.7	38.1	40.5	2.4	2.4
e. <i>Other areas</i> .....	2.3	32.6	44.2	20.9	0.0
15. Availability of shopper parking .....	4.5	27.3	36.4	22.7	6.8
16. General attitude of local merchants toward encouraging local trade .....	6.8	27.3	40.9	18.2	6.8
17. Responsiveness of City Government and leadership to the needs of the citizens of city .....	4.4	28.9	44.4	20.0	22.2

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor
18. The Chamber of Commerce of <i>city</i> .....	6.8	50.0	27.3	13.6	2.3
19. Please rate the following services:					
a. Fire protection .....	53.3	33.3	11.1	2.2	0.0
b. Police protection .....	13.3	53.3	22.2	6.7	4.4
c. Street maintenance .....	9.1	38.6	36.4	13.6	2.3
d. City planning and zoning .....	5.0	47.5	25.0	20.0	2.5
e. Sewage treatment .....	26.2	47.6	21.4	4.8	0.0
f. Garbage collection .....	37.5	47.5	15.0	0.0	0.0
g. Animal control .....	4.7	41.9	37.2	16.3	0.0
h. Natural gas .....	43.2	40.9	15.9	0.0	0.0
i. Electricity .....	46.5	41.9	11.6	0.0	0.0
j. Telephone .....	38.6	43.2	15.9	0.0	2.3
k. Water .....	42.5	42.5	10.0	5.0	0.0
20. Hours of operation:					
a. Banks .....	11.6	51.2	27.9	9.3	0.0
b. City offices .....	13.6	54.5	25.0	6.8	0.0
c. County offices .....	13.6	50.0	27.3	9.1	0.0
d. Local businesses .....	11.4	52.3	27.3	9.1	0.0
e. Post Office .....	6.8	43.2	27.3	18.2	4.5

21. Should one evening a week be set aside for  
businesses to remain open in *city*?

Yes	No
47.7	52.3

22. Which night do you suggest businesses  
stay open in *city*?

a. Monday .....	0.0
b. Tuesday .....	0.0
c. Wednesday ...	10.0
d. Thursday .....	55.0
e. Friday .....	25.0
f. Saturday .....	10.0
g. Sunday .....	0.0

CIRCLE ONLY ONE NUMBER

23. Would you support a city sales tax if it were  
used to decrease your real estate taxes?

Yes	No
34.9	65.1

CIRCLE ONE NUMBER FOR EACH QUESTION

24. Regarding the future economic growth of *city*  
our efforts would *best* be spent (please indicate  
yes or no for each item below):

	Yes	No
Attracting new industry .....	60.0	40.0
Attracting new retail business .....	24.4	75.6
Attracting new service business .....	13.3	86.7
Attracting tourism .....	13.3	86.7
Supporting and expanding existing business and industry .....	51.1	48.9

25. I located my business here because (please  
indicate yes or no for each item below):

	Yes	No
a. Transportation center .....	4.7	95.3
b. Purchased existing business .....	46.5	53.5
c. Low tax rate .....	0.0	100.0
d. Familiar with area .....	23.3	76.7
e. Customer base .....	9.3	90.7
f. Cost of labor .....	0.0	100.0
g. Close to distribution of products .....	0.0	100.0
h. Close to suppliers .....	0.0	100.0
i. Small town atmosphere .....	16.3	83.7

26. Are there adequate areas  
available in *city*  
for future business expansion?

Yes	No
100.0	0.0

27. Do you belong to the *city*  
Chamber of Commerce?

Yes	No
73.3	26.7

28. Which goods or services not  
currently provided in *city*  
are needed to strengthen the  
local business economy?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

29. Any further comments on what you  
think might help the business  
climate of *city*?

Comments \_\_\_\_\_  
\_\_\_\_\_



*Steering Committee Liaison--*

*Survey results for your community go here.  
Get them from the data coordinator.*



## Preparing Your Action Plan

You are now ready to complete Step 5 of the S.T.A.R.T. Economic Development process for your community. Your role in this step is to work with members of your small group to develop an action plan for working with one of the issues identified by the Steering Committee as crucial to the economic development of your community. You and the other members of your interest group made a commitment to work on that issue at Day 2. Write that issue on the line below.

---

To develop an action plan, you need to carefully think through the following questions:

1. What is our goal?
2. What activities will be necessary for us to meet our goal?
3. What kinds of resources will we need to perform the activities and reach our goal?
4. What will be the good things that will happen when we reach our goal?
5. What will we have to risk to reach our goal?

First, read the following discussion of how to think about and answer these questions. At the end of this section you will find a form to complete so that setting your goal and identifying ways to meet it will be easier for you.

### Setting Your Goal

To set your goal, you must think very specifically about what you want. Goals must be:

- Specific
- Time bound
- Measurable

Certainly, we all want to "improve our community" or "make people proud to live here." But these are ideals, not goals. They don't meet the three criteria listed above. Goal statements must identify specific outcomes and tell you and the rest of the community who is going to do what, how, and by when.

For example, if your issue is "Outskirts of city give visitors a bad impression," one goal might be: "This issue group will conduct three community projects that will



improve the appearance of the city boundaries on Highway 79, by June 1, 1990." This statement meets the three criteria.

### **Choosing Activities**

Activities are the things that will have to be done to accomplish your goal. To accomplish the above goal, for example, you might identify the following activities:

- Build a "Welcome" sign.
- Plant flowers and trees.
- Tear down abandoned barn.

Once the activities are chosen, one member of your issue group should volunteer to engineer each activity. That member should feel free to enlist volunteers from within or outside the issue group or steering committee to help.

### **Identifying Resources**

The resources that will be necessary to accomplish each activity must be clearly identified. They include:

- Time
- Dollars
- People

Let's take the first activity listed above as an example. Building a "Welcome" sign might require the following:

#### Time

Six months

#### Dollars

For land: \$0.00 (if land is donated)  
\$2,000 (if land must be purchased)  
Source:

For supplies: \$3,000  
Source:

For labor: \$0.00 (if labor is donated)  
\$5,000 (if labor must be purchased)  
Source:

### People

- Someone to get and/or give permission to use the land
- A carpenter

Next the benefits and risks of the project must be listed. For example:

### Benefits

- Outskirts of community will look better.
- Improved outskirts will give travelers a better impression of the community.
- Improved outskirts can foster civic pride.

### Risk

- Very low, especially if people volunteer to build the sign (very little money spent).

The process of thinking through your goals and how to accomplish them is the same whether you want to build a sign or develop a business retention program (although some goals are very ambitious and cost money not readily available in the community). Action step packets will be available from CAUR for a limited number of basic economic work areas. If a packet is available for your goal, you will be able to use it as a resource in developing your action plan.

Now you're ready to start setting your community's goal for resolving the issue you have agreed to work on. Use the action plan form which follows to record your own ideas *before* you meet with your issue group. If each member of your issue group completes this form before you get together, you will have a number of ideas and will be able to have a more successful meeting.

At your issue group meeting, you should plan to spend about two hours following the agenda below.

### **Agenda for Issue Group Meeting**

<b>Time Required</b>	<b>Topic</b>
30 minutes	Share goal and activity ideas.
30 minutes	Discuss all ideas.
45 minutes	Achieve consensus on the specific goal and activities you will accomplish.
15 minutes	Have a group member agree to take responsibility for each activity; and Set a time for your next group meeting, at which you will report progress.



## Action Plan

**GOAL STATEMENT:** This issue group will:

---

---

BY \_\_\_\_\_ 19 \_\_\_\_\_

### ACTIVITIES:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### ACTIVITY # 1:

#### RESOURCES NEEDED:

Time: \_\_\_\_\_

Dollars: \_\_\_\_\_

People: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Potential sources: \_\_\_\_\_  
\_\_\_\_\_

Benefits: \_\_\_\_\_  
\_\_\_\_\_

Risks: \_\_\_\_\_  
\_\_\_\_\_

## Appendix K

### Your Leadership Style

It is clear that your role as local leader is vital to the success of the strategic planning process in your community. You may be wondering whether you are the best person for the job. Remember that your most important contributions (aside from managing all the details) are your enthusiasm and willingness to work with others on the resource team. As the opening quote to Chapter 1 indicated, a catalytic leader is one who helps a group of individuals become a true community— motivated by a collective goal they created by themselves.

#### Who Is a Leader?

If you are going to be an effective local leader for S.T.A.R.T., you have to believe that strategic planning for economic development is possible and feasible. You have to believe in the material being presented here. You should be someone who uses planning in your own life to set and accomplish goals. You should be someone who is willing to learn and to listen.

You should also be a person others in the community look up to and respect. People usually admire others who have made a success of their own lives, who are energetic, and who are involved. You should be someone who can demonstrate reliability, commitment, and a sense of purpose.

Finally, you must be objective. The best leader is willing to keep his or her preconceived opinions about what actions will be best for the community to himself or herself; you must listen to others. This may be the most important requirement for a local leader. People will tune out those who profess to have magic solutions or a bag of tricks. People are turned off by those who spend long periods talking about themselves or what they think is best. The most effective local leader will encourage the opinions of others without judging them.

When you are objective and nonjudgmental, you encourage resource team members to feel safe and to believe that their opinions are valued and needed. This fosters productivity in the resource team and a sense of ownership and pride in group decisions. As a local leader, you are responsible for *facilitating* effective group decisions. You are not responsible for *making* those decisions.

Successful leadership is *not* a function of your personality, your position, or your personal style. Rather, leadership is a set of behaviors that can be learned. Leadership can be defined as "the performance of acts that help the group reach its goals, maintain itself in good working order, and adapt to changes in the environment." Leadership functions include setting goals, helping the group move toward those goals, and providing the resources necessary to accomplish those goals.

Leadership behavior in a group must be both task and maintenance oriented. That is, the leader must facilitate the group members' accomplishment of their

specific tasks and, at the same time, must enable the group members to feel a sense of pride and enjoyment in that accomplishment.

To help you get a sense of how you currently behave in a group, complete the questionnaire below. Circle the letter to the left of each item that most accurately describes your usual behavior in a group as follows: "A" = always, "F" = frequently, "O" = occasionally, "S" = seldom, or "N" = never. Each item describes some aspect of leader behavior: some cover maintenance functions; some cover task functions. Respond to each in the way you are *most likely* to behave when you are in a group.\*

- A F O S N 1. I offer facts, give my opinions and ideas, and provide suggestions and relevant information to help the group discussion.
- A F O S N 2. I warmly encourage all members of the group to participate, giving them recognition for their contributions, demonstrating receptivity and openness to their ideas, and generally being friendly and responsive to them.
- A F O S N 3. I ask for facts, information, opinions, ideas, and feelings from other group members to help the group discussion.
- A F O S N 4. I try to persuade members to analyze constructively their differences in opinions and ideas, searching for common elements in conflicting or opposing ideas, and trying to reconcile disagreements.
- A F O S N 5. I propose goals and tasks in order to start action within the group.
- A F O S N 6. I try to relieve group tension and increase the enjoyment of group members by joking, suggesting breaks, and proposing fun approaches to group work.
- A F O S N 7. I give direction to the group by developing plans on how to proceed with group work, and by focusing the members' attention on work that must be done.
- A F O S N 8. I help communication among group members by showing good communication skills and by making sure that what each member says is understood by all.

---

\*This material adapted from: Johnson, David, and Frank P. Johnson, *Joining Together: Group Theory and Group Skills*, Englewood Cliffs: Prentice-Hall, 1982.

- AFOSN 9. I pull together related ideas or suggestions made by group members and restate and summarize the major points discussed by the group.
- AFOSN 10. I ask members how they are feeling about the way in which the group is working and about each other, and I share my own feelings about group work and the way the members interact.
- AFOSN 11. I coordinate group work by showing relationships among various ideas or suggestions, by pulling ideas and suggestions together, and by drawing together activities of various subgroups and members.
- AFOSN 12. I observe the process by which the group is working and use my observations to help in examining the effectiveness of the group.
- AFOSN 13. I determine why the group has difficulty working effectively and what blocks progress in accomplishing the group's goals.
- AFOSN 14. I express the group's standards, norms and goals in order to make members constantly aware of the direction in which the work is going and what progress is being made toward the group goal, and in order to get continued open acceptance of group norms.
- AFOSN 15. I energize the group by stimulating group members to produce a higher quality of work.
- AFOSN 16. I listen and serve as an interested audience for other group members, weighing the ideas, and going along with the movement of the group when I do not disagree with its action.
- AFOSN 17. I examine how practical and workable the ideas are, evaluate the quality of alternative solutions to group problems, and apply decisions and suggestions to real situations in order to see how they will work.
- AFOSN 18. I accept and support the openness of other group members, reinforcing them for taking risks and encouraging individuality.
- AFOSN 19. I compare group decisions and accomplishments with group standards, measuring accomplishments against goals.
- AFOSN 20. I promote the open discussion of conflicts between group members in order to resolve disagreements and increase group togetherness.

## Your Leadership Behavior

To understand what your answers to this survey say about your leadership behavior, score them as follows. To get your total score for task and maintenance functions (which will be explained fully), write your score for each statement beside the corresponding number and description below. If you circled "A," give yourself 5 points. "F" is 4 points, "O" is 3, "S" is 2, and "N" is 1.

### Task Functions

- \_\_\_\_ 1. Information & opinion giver
- \_\_\_\_ 3. Information & opinion seeker
- \_\_\_\_ 5. Starter
- \_\_\_\_ 7. Direction giver
- \_\_\_\_ 9. Summarizer
- \_\_\_\_ 11. Coordinator
- \_\_\_\_ 13. Diagnoser
- \_\_\_\_ 15. Energizer
- \_\_\_\_ 17. Reality tester
- \_\_\_\_ 19. Evaluator
- \_\_\_\_ Total for task functions

### Maintenance Functions

- \_\_\_\_ 2. Encourager
- \_\_\_\_ 4. Harmonizer & compromiser
- \_\_\_\_ 6. Tension reliever
- \_\_\_\_ 8. Communication helper
- \_\_\_\_ 10. Evaluator of emotional climate
- \_\_\_\_ 12. Process observer
- \_\_\_\_ 14. Standard setter
- \_\_\_\_ 16. Active listener
- \_\_\_\_ 18. Trust builder
- \_\_\_\_ 20. Interpersonal problem solver
- \_\_\_\_ Total for maintenance functions

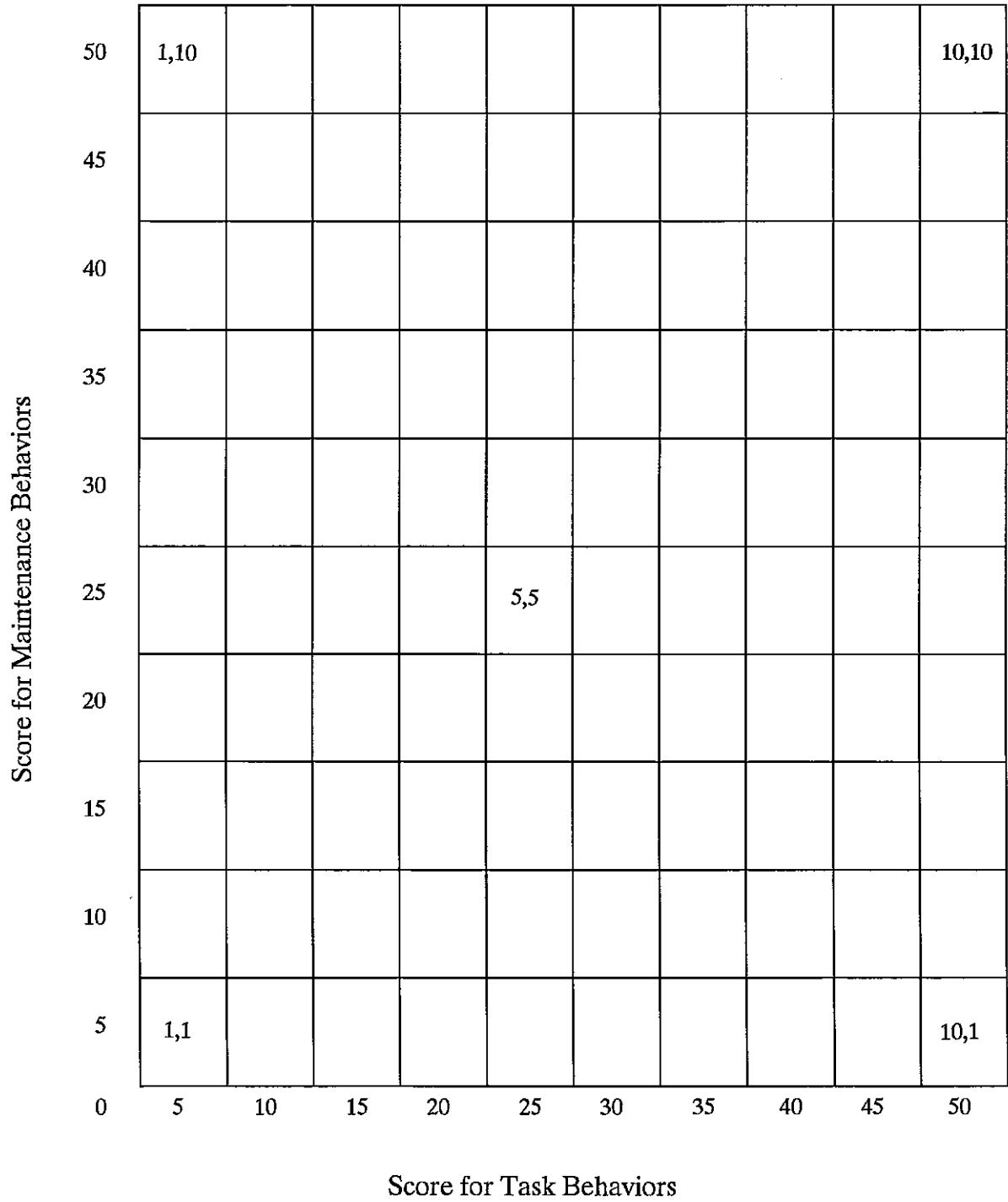
Next locate yourself on the Task-Maintenance Grid on the next page. First find your score for task functions on the bottom, horizontal axis of the grid. Then find your score for maintenance functions on the left, vertical axis. Finally, find the spot where the two scores intersect, and place an "X" there.

Your score is expressed as a grid coordinate: (task score, maintenance score). The description of the task-maintenance styles is as follows:

- (1.1) If this is your score, you exert only a minimum effort in order to get the required work done. You generally prefer to not be involved. If (1.1) is your style, you should not expect that you can lead the strategic planning process in your community. Please turn the job over to someone else.



## TASK-MAINTENANCE GRID



- (1.10) If this is your score, you place a high value on keeping good relationships within the group. You will give thoughtful attention to the needs of group members in order to create a comfortable, friendly atmosphere and work tempo. If (1.10) is your style, people will love you, and you will be great at running a country club. You will, however, have a hard time helping the group get its tasks accomplished. Please find a person with a higher task function score to assist you.
- (10.1) If this is your score, you will be so busy getting the tasks of strategic planning accomplished that you will forget you must work with a group of people. (10.1) is the style of an army drill sergeant. If it is yours, you personally will get a lot accomplished, but the productivity of the strategic planning group will suffer, because people will soon begin to resent you. Please find someone with a higher maintenance function score to assist you.
- (5.5) If this is your score, you will successfully balance getting the job done with maintaining good morale among the planning group members. Your greatest problem in leading the group will come from your trying so hard to compromise that you may stifle creativity. However, this score indicates that you do have the ability to lead a group.
- (10.10) If this is your score, your task of leading the strategic planning process will be an easy one. You will place a high value on sound, creative decisions that all persons in the group can agree on. You will approach the group objectively, and seek out ideas and opinions that may be different from your own. When a person with a (10.10) score leads a group, the group as a whole is likely to cooperatively define the task and enjoy working toward its completion.

Once you have determined how you function as a group leader, you will be able to assess your own strengths and weaknesses for the job ahead. In general, if you have scored above a five in both categories on the survey you just took, you should have what it takes to be a successful leader. If one of your scores was less than five, you now know the area in which you will have to work harder to bring about the strategic planning process in your community. But the process will go more smoothly if you find a partner who is strong in the area where you are weak.

**ACTIVITY # 2:**

**RESOURCES NEEDED:**

Time: \_\_\_\_\_

Dollars: \_\_\_\_\_

People: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Potential sources: \_\_\_\_\_  
\_\_\_\_\_

Benefits: \_\_\_\_\_  
\_\_\_\_\_

Risks: \_\_\_\_\_  
\_\_\_\_\_

**ACTIVITY # 3:**

**RESOURCES NEEDED:**

Time: \_\_\_\_\_

Dollars: \_\_\_\_\_

People: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Potential sources: \_\_\_\_\_  
\_\_\_\_\_

Benefits: \_\_\_\_\_  
\_\_\_\_\_

Risks: \_\_\_\_\_  
\_\_\_\_\_

## **Appendix J**

### **Materials for Day 2 and Day 3**



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*Sample Letter to Include with  
Participant's Handbooks*

Dear Steering Committee Member,

Thank you for your important contributions to the first strategic planning session. We believe it was a successful and productive meeting.

The second session will be held April 17 at the Willow Wood Community Building, starting at 9:00 a.m. and ending by 3:00 p.m. Once again please plan to stay there throughout the day as lunch will be provided.

Enclosed you will find additional materials to be placed in your notebook. These items include minutes from our first session, the Day 2 agenda, discussion group assignments, survey/profile results, and a guide to preparing an action plan. Please find your group assignment and take some time to study the materials that accompany it. This preparation helps focus the discussion and move it along.

A reminder--please bring your notebook, with these new materials, to the next meeting. I'll see you on the 17th.

Sincerely,

Joe Jones  
Strategic Planning Resource Team

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*Steering Committee Liaison--*  
*Minutes from your Day 1 session go here.*  
*Get them from the recorder.*

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## STRATEGIC PLANNING SESSION

### DAY 2 AGENDA

#### Approximate Times

2 hours	Introduction and Review Day 1 Small Group Discussions <ol style="list-style-type: none"><li>1. Business Attitudes/Marketing</li><li>2. Community Facilities/Services</li><li>3. Community Image/Organizations</li></ol>
15 minutes	Break
1 hour	Reports by Small Groups and Identification of Key Internal Issues
1 hour	Clarify and Consolidate Key Issues
45 minutes	Meal
30 minutes	Matrix Exercise Translating Theory into Action
45 minutes	Discuss Results of Matrix Exercise Form Task Forces and Set 1st Meeting

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**GROUP ASSIGNMENTS FOR  
STRATEGIC PLANNING SESSION - DAY 2**  
*Date*

**GROUP 1  
BUSINESS ATTITUDES/MARKETING**

[Participants' names go here]

**GROUP 2  
COMMUNITY FACILITIES/SERVICES**

[Participants' names go here]

**GROUP 3  
COMMUNITY IMAGE/ORGANIZATIONS**

[Participants' names go here]



(Y Axis)

**FACTOR IMPORTANCE TO ECONOMIC DEVELOPMENT**  
(X Axis)



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## Day 2 Small Group Discussion Guides

This section contains information to help you read and use results from surveys so you can understand the internal strengths and weaknesses of your community. The results of two surveys (community attitudes and business attitudes) and two profiles (community facilities and economic development organizations) are used to answer questions in small discussion groups during Day 2 of the strategic planning process.

The surveys have been completed by the following groups/individuals:

- The community attitude survey was sent to all households in the community.
- The business survey was delivered to all businesses/industries in the community.
- The organizational profile was been completed by the chamber of commerce director or someone who is equally familiar with the community's organizations.
- The community facilities profile was completed by the city clerk or the city manager/administrator, or someone equally familiar with the city's services and facilities.

Responses to all the community attitude and business attitude surveys have been tabulated and typed onto one survey form. You received copies of the survey and profile results in this packet of Day 2 materials. To help make your analysis of your community's survey and profile results as easy as possible, we have enclosed sample results and will show you how to read them.

The answers to the questions asked are of two main types: rating on a scale, and yes/no. The rating questions use a scale of 1 to 5, with 5 being *excellent*. When you read the results, more emphasis should be placed on the ratings of 1, 2, 4 and 5 (*poor, fair, good and excellent*) than on 3 (*satisfactory*), because they represent stronger emotions. The satisfactory rating may not be reliable, because it may simply represent a lukewarm response. However, it may also represent the satisfaction actually felt by the respondent.

The results are entered as percentages. For example, under question 1 of the community attitude survey, which asks respondents to rate the general appearance of the various parts of town, 7.6 percent in our sample rated the appearance of downtown businesses *excellent* and 42.6 percent rated it *good*. Note that the numbers across each row add to 100 percent (although rounding may change this slightly).



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## Discussion Questions

You have been assigned to one of three discussion groups: Business Attitudes/Marketing; Community/Industrial Facilities and Services; and Community Image/Organizations. Your group will work with the survey and profile results and draw on personal experiences to answer a series of discussion questions which will help you better understand your community's attitudes while working through the discussion guide for your small group, refer to the data for your own community (following the samples), then take the time to review your community's entire survey results.

The discussion guides and questions for each group start on the following pages:

Business Attitudes/Marketing . . . . .	J-15
Community/Industrial Facilities and Services . . . . .	J-21
Community Image/Organizations . . . . .	J-25

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## **Business Attitudes/Marketing Discussion Guide**

Members of the “Business Attitudes/ Marketing” group have five major questions to answer on Day 2. You will use the information from the citizen and business surveys as well as your personal experiences and knowledge of the community to answer the following questions.

- Where do citizens/residents shop for goods and services? Where is the greatest leakage? What factors seem to be related to shopping patterns? What are the trends in recent years?
- What is the attitude of the business leadership toward the community and its residents? What about business-government relationships?
- What do businesses say are the greatest problems confronting them?
- What types of markets do local businesses serve? Where do they buy their goods and services?
- What types of retail and service establishments do residents want to see in the area?

Some of the answers to these leading questions are found in the community and business attitude surveys (samples follow page J-28; your community’s surveys follow the samples). Once you have gone through this guide using the sample information, use your own community’s results to answer the discussion questions above.

### **Question 1**

*Where do citizens/residents shop for goods and services? Where is the greatest leakage?*

Question 25 of the community attitude survey gives detailed information on shopping for both goods and services in the community and surrounding communities. The sample survey shows that 70.7 percent of respondents buy their groceries in city A, but only 19.8 percent buy their children’s clothing there. Examine this question carefully, because it is full of information about retail and service activity in your community and can help identify monetary leakage. The survey may contradict the general perception about where people buy things. For instance, while residents of the sample community thought that most people went out of town to see a doctor, the survey results show that most (75.8%) go to their local physician. Your survey, although not a market survey, may also highlight areas for potential business start-up or expansion.

Question 23 asks residents how much they spend on goods and services outside of your city, to determine their general shopping habits. The sample survey shows that the majority of residents spent 30 percent or less outside of town.

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Question 24 asks whether residents checked within the city first for items they bought out of town. This question helps to assess loyalty to local merchants. The sample survey had 83.7 percent of respondents checking their city first, thus showing a high degree of loyalty or a desire for convenience.

*What factors seem to be related to shopping patterns?*

Consideration of several factors is important to understand why people shop where they do. Community Attitude Survey questions 2, 3, 4, 20 and 21 help assess respondents' feelings about parking, merchants' and clerks' attitudes, and evening store hours. While it is difficult to determine the exact impact of these items on shopping patterns, they provide general feelings about the shopping situation in general.

*What are the trends in recent years?*

Because no specific question addresses this, it is best answered by community residents who have been living there for several years. They will know the history of new shopping malls, changes in downtown stores, nearby shopping opportunities, how shopping trips combine with entertainment in neighboring cities, etc. This question is important because it demonstrates the past and current situations and opens discussion about the possibility of regaining lost customers or gaining new ones.

## **Question 2**

*What is the attitude of the business leadership toward the community and its residents?*

Answers to this question come from both the community and business attitude surveys. Question 3 of the community attitude survey asks community members about the attitude of the local merchants toward encouraging local trade. Question 20 of the business survey asks business owners the same question. In the sample, merchants and residents alike see the need to improve attitudes, with less than 10 percent rating them excellent.

Questions 18, 23, and 24 on the business survey ask merchants to rate the appearance of the community and services available in the community. Responses to these questions help gauge how business people feel about their city in general.

*What about business-government relationships?*

Question 13 of the community attitude and Question 21 of the business attitude survey address the responsiveness of city government and leadership to the needs of citizens. Both of the sample surveys show a fair degree of satisfaction with city government. Economic development projects are often joint efforts between community organizations and the government, so it is important that these relationships be healthy.

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### Question 3

*What do businesses say are the biggest problems confronting them?*

Some of the information needed to answer this question will come from the business persons in the discussion group; much will come from the business attitude survey.

Questions 2 and 4 ask businesses whether they have difficulty hiring employees and whether these employees are prepared to do the job once hired. These questions help identify problems with the availability and skill level of the labor force. The sample survey noted that only 20.9 percent had trouble hiring employees, thereby demonstrating a somewhat adequate labor force. But even this large a percentage answering yes to this question could indicate serious difficulties in expanding and retaining business in the area.

Question 15 asks about this year's sales compared to past year's. If a large percentage answers that sales are worse, this is an indication of problems throughout the business community.

Question 17 asks for suggested areas of improvement. If there are high percentages answering yes to any of those questions, it may show a problem area. For instance, if "improved transportation routes" was answered "yes" by a large proportion of responding businesses, this would be an area for discussion. The sample community rated the following areas as needing improvement: transportation routes, marketing and promotion, business property, merchant cooperation, and community image.

Question 19 addresses shopper parking. This can be a problem for businesses and often surfaces in discussion. The sample survey shows inconclusive results, with almost equal percentages rating it excellent and good as those rating it poor and fair.

Question 30 asks whether there are adequate areas for expansion. If this has a high percentage answering no, then this is problem for existing merchants wishing to expand, or potential new merchants.

### Question 4

*What kind of markets do local businesses serve?*

This question may best be answered by the group participants, although some sense of the marketplace will be gained from the survey. If the community is surrounded by farming, then it is likely to serve an agricultural market; if near a large metropolitan area, it may serve bedroom community dwellers. It is important to remember the kind of market present and then form strategies to work within that market or develop new, compatible products for the market.

*Where do local businesses buy their goods and services?*

Your knowledge of the availability of goods and services in your community will help answer this question. Question 25 of the community attitude survey also provides information about availability. If a low percentage of persons buy a particular item in your community, one reason may be that it is not readily available. It is of economic importance that local businesses buy as many goods and services as possible in their own community.

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The discussion group may find there is a need for a business service in your city. Strategies can then be developed for business assistance in order to gain this new business.

### **Question 5**

*What types of retail and service establishments do residents want to see in the area?*

This answer will also come from group discussion and from the surveys. Question 35 of the business survey asks what goods/services your community needs. Question 25 of the consumer survey helps form the answer by demonstrating areas of low local shopping ratings, implying an unavailability of goods. The items with low ratings should be studied with an eye toward the feasibility of attracting the service or stocking the goods locally.

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## **Business Attitudes/Marketing Discussion Questions**

1. Where do citizens/residents shop for goods and services? Where is the greatest leakage? What factors seem to be related to shopping patterns? What are the trends in recent years?
  
2. What is the attitude of the business leadership toward the community and its residents? What about business-government relationships?
  
3. What do businesses say are the biggest problems confronting them?
  
4. What types of markets do local businesses serve? Where do they buy their goods and services?
  
5. What types of retail and service establishments do residents want to see in the area?



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## **Community/Industrial Facilities and Services Discussion Guide**

The community/industrial facilities and services group will answer the following four major questions.

- How do citizens rate various aspects of community services and facilities? What does this say about the availability and quality of community services and facilities?
- What deficiencies are there in the services and facilities of your community? Are there particular strengths or areas which should be emphasized?
- How important are some of these services and facilities to your community's economic development efforts?
- Because of the technical nature of most facilities, are there specific areas that should be subject to further detailed study to determine what their effect might be on economic development?

Some of the answers to these leading questions are found in the community and business attitude surveys (samples follow page J-28; your community's surveys follow the samples). Once you have gone through this guide using the sample information, use your own community's results to answer the discussion questions above.

### **Question 1**

*How do citizens rate various aspects of community services and facilities? What does this say about the availability and quality of community services and facilities?*

Question 16 of the community attitude survey and Question 24 of the business survey rate city services. These services are important not only to the well-being of the citizens, but to business and industry as well. Problem areas expressed in the surveys can give city officials directions for improvements. The sample survey shows potential problem areas to be street maintenance, and city planning and zoning; a sizable percentage of responses on these items were either fair or poor.

Question 17 of the community survey and Question 23 of the business survey ask for opinions on the hours of operation of city and county offices, post office, and library. Sample respondents appear satisfied with the hours of operation in their city.

### **Question 2**

*What deficiencies are there in the services and facilities of your community?*



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This question draws heavily from the community facilities profile, which covers streets, utilities, solid waste management, wastewater collection and treatment, water supply, housing, parks and recreation, and planning.

Answers to the questions highlight deficiencies in the facilities. (Deficiencies can be in availability and in quality of what is available.) For instance, if the community's electrical capacity has already been reached, there will be an inadequate electrical supply for a new large industry. The same is true for water and wastewater treatment. For example, a food processing plant uses a great deal of water and wouldn't be likely to locate in an area with reduced water and wastewater treatment capacity.

*Are there particular strengths or areas that should be emphasized?*

Using the community facility profile, you should look for areas in which your community is doing especially well and use these strengths in industrial recruitment campaigns or long-range community planning. For instance, if your community has adequate capacity of electricity, water, and wastewater treatment, your group may want to encourage new industry that has such needs. On the other hand, if there is inadequate housing — either in terms of quantity, quality, or affordability — and no strong commitment to improvement of housing problems, industries with large needs for new workers may find housing a difficult obstacle to overcome.

A strong planning component of city government may make incorporation of new plans and community ideas easier.

### **Question 3**

*How important are some of these services and facilities to your community's economic development efforts?*

Several of the services and facilities you discuss in your small group are very important to economic development. As mentioned before, industries and businesses will be more likely to locate in a community that has the community facilities (infrastructure) to accommodate them. It is also important to look at the existing industries and businesses to see whether the facilities need to have a larger capacity to accommodate them. Increasing such facilities often incurs high costs, and bond issue support is usually needed from the voters; therefore a strong relationship among industrial developers, city officials and community residents is of utmost importance.

### **Question 4**

*Because of the technical nature of most facilities, are there specific areas which should be subject to further detailed study to determine what their impact might be on economic development?*

The discussion group will decide the answer to this question after looking over the surveys and discussing the current needs and potential expansion of industries/businesses currently in the community, and those which may be recruited in the future.

Areas chosen for further study should be brought to the attention of government and other organizational officials to determine which improvements or changes are feasible or necessary.

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## **Community/Industrial Facilities and Services Discussion Questions**

1. How do citizens rate various aspects of community services and facilities? What does this say about the availability and quality of community services and facilities?
  
2. What deficiencies are there in the services and facilities of your community? Are there particular strengths or areas that should be emphasized?
  
3. How important are some of these services and facilities to your community's economic development efforts?
  
4. Because of the technical nature of most facilities, are there specific areas that should be subject to further detailed study to determine what their impact might be on economic development?

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## Community Image/Organizations Discussion Guide

Members of the community image/organizations group will have three major questions to answer at the second Steering Committee meeting. You will use the information from the community and business attitude surveys and the organizational profile as well as your personal experience to answer the following questions.

- What is the community image currently held by residents of your community? Do they want to change this image?
- What do businesses think about your community's image? How do businesses feel about their business district?
- How well do existing organizations promote the community? Is there a commitment to economic development? Are there means to carry out the commitment?

Some of the answers to these leading questions are found in the community and business attitude surveys (samples follow page J-28; your community's surveys follow the samples). Once you have gone through this guide using the sample information, use your own community's results to answer the discussion questions above.

### Question 1

*What is the community image currently held by residents of your community?*

The idea of *image* incorporates many general feelings. Question 1 of the community attitude survey asks for the residents' impression about the appearance of the community, and it provides important information about the community's self-image. A community that has a run-down appearance often has a poor self-image.

Questions 5,6,7 and 8 of the community attitude survey are concerned with local school facilities, curricula, and attitudes. Because local schools are often a hub of activity and a source of pride, these questions reveal whether this pride is present in your community.

Questions 10 and 11 provide information about the recreational opportunities in your community. Places of recreation are often community meeting places and are another source of local pride.

Group discussion will also lead to conclusions about community pride, enthusiasm, and a "can-do" attitude. Communities with positive self-images are much more likely to have successful projects.

*Do they want to change this image?*

Questions 27 and 28 of the community attitude survey are concerned with the willingness of community members to work toward community improvement and economic development.

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Having a large percentage of persons willing to do so indicates either current pride in the community or a desire for improvement of that image. A small percentage of positive responses indicates a “ho-hum” attitude about community improvement.

If the community image perceived by the surveys and discussion groups is poor, the Steering Committee may well decide that image is a problem and look for ways to improve it.

## **Question 2**

*What do businesses think about your community's image?*

The business survey's Question 17, part c, asks specifically whether respondents think the community image needs improvement. A high percentage of yes answers indicates the business community thinks the image should be improved. Question 29, part i, asks merchants whether their businesses are located in the community because of its small town atmosphere. Yes answers here could also mean the community has a good image, friendliness, etc.

*How do businesses feel about their business district?*

Question 13, item g, of the business survey, asks businesses whether they need to make improvements to business property.

Question 19 of the business survey, regarding general appearance, is related to the image question. If the business district has a shabby appearance, it is likely that the business community has a poor self-image.

## **Question 3**

*How well do existing organizations promote the community?*

The organizational profile provides information about community organizations. To assess how effective community promotion is, look at the number of cooperative activities (question 1d), the development activities financed by the development organization (3d), and the programs for business start-up (question 7a). Although it is difficult to determine the success of promotion without having realized actual business/industrial recruitments, it is important to have ongoing programs and activities.

*Is there a commitment to economic development? Are there means to carry out the commitment?*

The organizational profile indicates which organizations are committed to economic development. This commitment is shown by the interaction with other organization (question 1a), the amount in the budget for economic development (question 3), and the number of business assistance and industrial/business recruitment activities (questions 7a and 9b). The presence of an organizational chart indicates a formal approach to economic development (question 10).

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## **Community Image/Organizations Discussion Questions**

1. What is the community image currently held by residents of your community? Do they want to change this image?
  
  
  
  
  
  
  
  
  
  
2. What do businesses think about your community's image? How do businesses feel about their business district?
  
  
  
  
  
  
  
  
  
  
3. How well do existing organizations promote the community? Is there a commitment to economic development? Are there means to carry out the commitment?

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## Sample Community Attitude Survey Results For Day 2 Discussion Guide

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor
1. The general appearance of:					
a. Downtown business areas .....	7.6	42.6	36.0	12.2	1.5
b. Residential areas .....	5.5	42.4	35.3	14.5	2.3
c. Industrial areas .....	7.0	36.8	39.3	13.9	3.0
d. Highway commercial areas .....	6.1	35.6	34.9	17.3	6.1
e. <i>Other areas</i> .....	18.7	42.7	26.8	9.7	2.1
2. The availability of shopper parking .....	4.8	34.9	32.1	19.1	9.0
3. General attitude of local merchants toward encouraging local trade .....	7.5	32.4	30.1	22.1	7.8
4. General attitude of retail clerks .....	12.4	41.1	31.1	13.0	2.4



CIRCLE ONE NUMBER FOR EACH QUESTION

		Excellent	Good	Satisfactory	Fair	Poor
5.	School facilities:					
	a. Elementary (grades K-8) .....	21.2	51.6	20.6	4.1	2.6
	b. High school (grades 9-12) .....	18.7	48.8	24.8	6.4	1.2
6.	Local school curriculum:					
	a. Elementary (grades K-8) .....	14.6	52.3	24.6	5.9	2.5
	b. High school (grades 9-12) .....	13.3	46.7	27.0	10.7	2.3
7.	The relationship between the community and the professional staff at school .....	6.3	34.4	37.8	16.9	4.7
8.	The use of school facilities for community programs, recreation, meetings, etc. ....	14.5	41.9	29.6	9.4	4.6
9.	Supply of suitable:					
	a. Houses for purchase .....	10.3	28.4	30.2	14.3	16.8
	b. Apartments or houses for rent .....	7.3	24.8	27.6	23.7	16.6
	c. Housing for the elderly .....	9.8	32.7	30.3	18.4	8.8
	d. Housing for low income .....	10.7	29.9	32.1	18.6	8.7
	e. Mobile home parks .....	11.1	35.6	38.5	10.8	4.0
10.	Recreational facilities:					
	a. City parks .....	16.7	44.7	26.2	8.2	4.1
	b. Shelters & picnic facilities .....	15.8	42.5	28.9	7.9	4.9
	c. Ball fields .....	17.2	31.4	16.0	4.1	0.8
	d. Tennis courts .....	15.6	31.2	16.2	5.1	0.8
	e. Swimming pool .....	16.8	33.5	15.8	4.5	1.2
	f. Other facilities .....					

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor
11. Recreational programs in the community for:					
a. Young children .....	14.2	34.4	28.9	12.4	10.1
b. Teenagers .....	7.5	22.2	28.2	18.2	23.9
c. Adults .....	10.2	32.8	31.6	14.4	11.0
d. Senior citizens .....	16.9	38.8	28.2	10.3	5.8
12. Medical facilities and services:					
a. Hospital(s) .....	17.2	39.8	28.8	10.0	4.2
b. Nursing home(s) .....	10.3	11.8	30.2	36.2	11.5
c. Doctor(s).....	12.5	20.1	31.8	28.6	7.0
13. The responsiveness of City Government and leadership to the needs of the citizens of <i>city</i> .....	5.7	25.2	34.4	23.3	11.4
14. The Chamber of Commerce in <i>city</i> .....	11.7	33.0	36.7	14.6	4.0
15. The Development Company of <i>city</i> .....	7.3	20.6	36.3	22.5	13.2
16. Please rate the following services:					
a. Fire protection .....	47.3	39.6	10.2	2.4	0.4
b. Police protection .....	23.0	39.1	21.9	9.6	6.0
c. Street maintenance .....	16.3	39.6	27.7	12.3	3.8
d. Library facilities .....	33.0	50.7	13.8	2.2	0.2
e. Ambulance .....	44.0	42.2	12.6	1.1	0.0
f. City planning and zoning.....	8.4	33.8	36.3	13.7	7.8
g. Sewage treatment.....	15.5	48.4	26.9	5.7	3.5
h. Garbage collection .....	28.0	45.1	18.3	5.9	2.7
i. Animal control .....	6.2	21.5	27.3	17.7	27.3
j. Natural gas .....	34.3	45.0	18.6	1.4	0.7
k. Electricity .....	35.1	45.6	17.2	2.0	0.0
l. Cable TV .....	17.1	32.2	29.8	14.7	6.2
m. Telephone .....	27.6	45.2	21.3	3.8	2.0
n. Water .....	33.4	45.3	17.5	2.6	1.2

CIRCLE ONE NUMBER FOR EACH QUESTION

	Excellent	Good	Satisfactory	Fair	Poor
17. Hours of operation:					
a. Library .....	21.9	47.0	26.4	3.8	1.0
b. Banks .....	24.9	44.4	24.0	5.7	0.9
c. City offices .....	20.2	47.2	28.0	4.1	0.5
d. County offices .....	19.0	45.8	29.2	4.3	1.7
e. Local businesses .....	18.0	45.4	29.7	5.9	0.9
f. Post office .....	18.1	39.8	28.4	10.6	3.1
18. The availability of job opportunities:					
a. Full-time .....	3.0	14.6	24.2	33.4	24.8
b. Part-time .....	3.6	16.3	30.4	31.9	17.8
c. Recent high school graduates .....	2.3	12.3	24.5	31.6	29.4
d. Recent college graduates .....	2.6	6.9	20.3	29.1	41.2
e. Summer work for students .....	4.1	12.4	31.1	32.4	20.0
f. Overall .....	1.6	13.6	27.3	38.0	19.5
19. The overall quality of job opportunities .....	10.3	10.2	25.3	40.1	14.1
20. Should one evening a week be set aside for businesses to remain open in city?			Yes 67.0	No 33.0	
21. Which night do you suggest businesses stay open in city?			Monday ..... 1.6 Tuesday ..... 2.0 Wednesday ..... 14.6 Thursday ..... 29.2 Friday ..... 21.3 Saturday ..... 31.2 Sunday ..... 0.0		
	CIRCLE ONLY ONE NUMBER				
22. Would you support a city sales tax if the amount collected was used to decrease your real estate taxes?			Yes 43.0	No 57.0	

CIRCLE ONE NUMBER FOR EACH QUESTION

23. Overall, how much do you  
spend on goods and services  
outside of *city*?

Hardly any (less than 10%) ..... 35.5  
Some (10-30%) ..... 30.5  
Quite a bit (30-50%) ..... 18.9  
A great deal (50% or more) ..... 15.2

24. Before you bought something outside  
of your city, did you first check to  
see if it was available in *city*?

Yes                      No  
83.7                      16.1

25. Where do you *usually* purchase  
the following goods and services?

CIRCLE ONLY ONE NUMBER PER ROW		<i>Your City</i>	<i>City A</i>	<i>City B</i>	<i>City C</i>	<i>City D</i>	<i>City E</i>
a.	Groceries . . . . .	70.7	8.5	0.6	17.7	1.9	0.6
b.	Dining at fine restaurants . . . . .	62.0	9.7	1.0	18.2	3.0	5.4
c.	Fast food . . . . .	46.2	5.0	0.3	38.8	4.4	4.2
d.	Entertainment/movies, etc. . . . .	60.7	2.5	2.9	14.7	4.4	14.8
e.	Men's clothing . . . . .	36.4	4.8	3.2	26.1	10.2	19.3
f.	Women's clothing . . . . .	32.8	8.0	4.0	24.0	10.7	20.5
g.	Children's clothing . . . . .	19.8	4.1	6.6	39.6	9.1	20.8
h.	Shoes . . . . .	30.9	3.6	2.2	33.8	7.4	22.1
i.	Drugs/medicine . . . . .	74.0	4.9	1.5	12.8	0.9	5.4
j.	Farm equipment . . . . .	64.2	2.1	13.6	5.3	1.1	13.7
k.	Hardware . . . . .	74.9	4.6	0.9	13.0	1.5	3.5
l.	Building materials . . . . .	71.6	2.1	4.2	5.0	4.1	13.0
m.	Appliances, large . . . . .	50.7	3.9	3.1	16.4	1.7	22.8
n.	Furniture . . . . .	10.0	0.6	0.9	20.3	6.6	61.6
o.	Sporting/recreation equip. . . . .	25.5	2.3	6.2	38.2	3.7	24.1
p.	Automobiles . . . . .	59.9	1.4	3.1	10.2	3.6	21.8
q.	Auto parts (tires, batteries, etc.) . . . . .	80.1	3.9	1.3	8.5	1.3	4.1
r.	Gasoline . . . . .	94.8	2.3	1.6	0.0	0.0	1.1
s.	Legal and accounting . . . . .	83.9	1.0	2.6	5.1	0.3	6.3
t.	Doctor . . . . .	75.8	1.8	8.0	3.7	0.2	9.8
u.	Hospital . . . . .	72.1	1.6	7.9	5.1	0.4	12.0
v.	Optometrist . . . . .	65.0	2.4	0.2	16.1	1.0	14.1
w.	Dentist . . . . .	80.4	1.0	1.9	6.3	0.0	10.1
x.	Veterinarian . . . . .	93.3	0.0	0.8	1.3	3.8	0.8
y.	Beautician/barber . . . . .	88.7	1.8	1.2	3.0	0.0	5.3
z.	Insurance . . . . .	86.7	2.1	3.3	3.4	0.2	4.1

CIRCLE ONE NUMBER FOR EACH QUESTION

	<i>Your City</i>	<i>City A</i>	<i>City B</i>	<i>City C</i>	<i>City D</i>	<i>City E</i>
aa. Bankers/financial services .....	90.9	3.9	2.1	2.0	0.0	1.1
bb. Appliance repair .....	88.1	1.5	0.2	6.9	0.0	2.2
cc. T.V. repair .....	88.7	0.7	0.2	7.5	0.0	2.2
dd. Plumbing repair .....	93.9	0.0	0.5	2.2	0.4	2.6
ee. Heating & air conditioning repair .....	92.6	0.5	0.2	3.3	0.2	2.8
ff. Electrical repair .....	95.8	0.7	0.2	1.2	0.0	1.4

26. Regarding the future economic growth of *city*,  
our efforts would best be spent (please indicate  
yes or no for each item below):

	Yes	No
a. Attracting new industry .....	24.4	75.6
b. Attracting new retail business .....	28.7	71.3
c. Attracting new service business .....	12.1	87.9
d. Attracting tourism .....	10.8	89.2
e. Supporting and expanding existing business and industry .....	24.8	75.2

27. Would you be willing to work on a  
volunteer committee to carry out  
community economic development projects?

Yes	No
18.8	81.2

28. Would you attend a town hall meeting  
to learn the results of this survey  
and discuss an action plan for *city*?

Yes	No
53.9	45.7

29. What three specific projects do you think would be  
most beneficial to your community?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION

The following questions will help us to identify and tabulate specific group attitudes.

30. What is your age?
- |                |      |
|----------------|------|
| Under 19 ..... | 0.0  |
| 19-24 .....    | 1.4  |
| 25-34 .....    | 13.4 |
| 35-44 .....    | 14.3 |
| 45-64 .....    | 21.8 |
| 65-74 .....    | 23.9 |
| 75 or more.... | 25.2 |
31. What is your sex?
- |              |      |
|--------------|------|
| Female ..... | 67.2 |
| Male .....   | 32.8 |
32. How many persons in your household?
- |                 |      |
|-----------------|------|
| One .....       | 30.3 |
| Two .....       | 40.6 |
| Three .....     | 7.6  |
| Four .....      | 12.7 |
| Five .....      | 6.0  |
| Six or more ... | 2.8  |
33. How long have you lived in *city*?
- |                          |      |
|--------------------------|------|
| Less than one year ..... | 1.4  |
| 1-4 years .....          | 9.1  |
| 5-9 years .....          | 11.6 |
| 10-19 years .....        | 24.1 |
| 20 or more .....         | 53.8 |
34. How many members of your household 18 years or older are:
- |   | None | One  | Two  | Three | Four<br>or More |
|---|------|------|------|-------|-----------------|
| a. retired .....                                    | 59.8 | 30.1 | 10.1 | 0.0   | 0.0             |
| b. employed full-time or part-time .....            | 18.9 | 35.2 | 40.3 | 5.4   | 0.2             |
| c. employed but would change for a better job ..... | 29.9 | 30.4 | 35.2 | 4.3   | 0.0             |
| d. unemployed and looking for work .....            | 90.2 | 5.1  | 4.2  | 0.5   | 0.0             |
| e. unemployed and not looking for work .....        | 94.7 | 3.1  | 2.0  | 0.2   | 0.0             |
35. How many wage earners reside in your household?
- |                     |      |
|---------------------|------|
| None .....          | 10.0 |
| One .....           | 41.3 |
| Two .....           | 38.2 |
| Three or more ..... | 10.4 |
36. Are any children in your household currently attending Public School in *city*?
- |      |      |
|------|------|
| Yes  | No   |
| 26.0 | 74.0 |
37. Do you:
- |                                   |      |
|-----------------------------------|------|
| Own or are buying your home ..... | 92.0 |
| Rent .....                        | 8.0  |

11/11/11

# Sample Business Survey Results for Day 2 Discussion Guide

Please return survey by .

Return completed survey to:

THANK YOU FOR YOUR COOPERATION

PLEASE ANSWER EACH QUESTION BY CIRCLING ONE NUMBER  
(UNLESS INSTRUCTED OTHERWISE)

1. Type of product or service you provide:

- |   |      |
|---|------|
| a. Retail goods . . . . .   | 18.2 |
| b. Wholesale goods (e.g., grain elevators, livestock auctions. . .) | 15.0 |
| c. Construction . . . . .   | 11.3 |
| d. Consumer services (e.g., automotive repair, hospitals. . .)      | 10.0 |
| e. Business services (e.g., legal, accounting. . .)                 | 7.0  |
| f. Manufacturing . . . . .  | 8.5  |
| g. Transportation and public utilities . . . . .                    | 10.3 |
| h. Finance, insurance, real estate . . . . .                        | 15.5 |
| i. Other (please specify) _____ . . . . .                           | 4.2  |

2. Do you have any problem(s) hiring most employees?

Yes	No
75.0	25.0



2a. If yes, which group(s) of employees? (Please indicate yes or no for each item below.)

Yes	No
-----	----

- |  |      |      |
|--|------|------|
| a. Executive, administrative, managerial . . . . .                           | 22.2 | 77.8 |
| b. Professional (e.g., engineers, nurses, lawyers, teachers. . .)            | 5.0  | 95.0 |
| c. Technical, sales and administrative support, including clerical . . . . . | 7.0  | 93.0 |
| d. Service workers (e.g., food preparers, nursing attendants. . .)           | 8.5  | 91.5 |
| e. Machine operators, assemblers and other skilled . . . . .                 | 46.7 | 53.3 |
| f. Transportation and material moving . . . . .                              | 5.5  | 94.5 |
| g. Helpers, laborers and other unskilled . . . . .                           | 27.0 | 73.0 |
| h. Other (please specify) _____ . . . . .                                    | 33.1 | 66.9 |



CIRCLE ONE NUMBER FOR EACH QUESTION  
(Unless Instructed Otherwise)

3. How have you recruited employees for the past two years? (Please indicate yes or no for each item below.)

	Yes	No
a. Newspaper ads . . . . .	.51.1	48.9
b. Nebraska Job Service . . . . .	.35.6	64.4
c. Private employment agency . . . . .	.91.1	0.9
d. Recommendations from colleagues . . . . .	.28.9	71.1
e. Local college or technical school . . . . .	.35.6	64.4
f. Local bulletin boards . . . . .	.24.4	75.6
g. People come to my business to apply . . . . .	4.4	95.6
h. Other (please specify)_____ . . . . .	5.5	94.5

4. Are most newly-hired employees adequately prepared to do the job?

Yes    No  
41.1   58.9

- 4a. If no, which group(s) need more training? (Please indicate yes or no for each item below.)

	Yes	No
a. Executive, administrative, managerial . . . . .	.75.6	24.4
b. Technical, sales and administrative support . . . . .	.12.2	87.8
c. Machine operators, assemblers and other skilled . . . . .	.30.2	69.8
d. Transportation and material moving . . . . .	.24.1	75.9
e. Helpers, laborers and other unskilled . . . . .	.15.0	85.0
f. Other (please specify)_____ . . . . .	.45.5	54.5

5. What are the major sources of start-up or expansion capital for your business? (Please indicate yes or no for each item below.)

	Yes	No
a. Local bank . . . . .	.26.7	73.3
b. Family loan/gift . . . . .	.35.2	64.8
c. Small Business Administration (SBA) loan . . . . .	.26.7	73.3
d. Venture capital . . . . .	.36.7	63.3
e. Sale of public stock . . . . .	.14.4	85.6
f. Grant(s) . . . . .	.22.6	77.4
g. Other (please specify)_____ . . . . .	6.7	93.3

CIRCLE ONE NUMBER ONLY

6. Where do you purchase most of the supplies and equipment for your business?

a. Locally . . . . .	.51.0
b. Within the <i>county</i> . . . . .	.12.5
c. Outside of the <i>county</i> . . . . .	.20.2
d. Outside the state . . . . .	9.3
e. Other (please specify)_____ . . . . .	7.0

CIRCLE ONE NUMBER FOR EACH QUESTION  
(Unless Instructed Otherwise)

7. Where do you purchase most of the services used by your business?

- |   |       |
|---|-------|
| a. Locally . . . . .                      | .25.1 |
| b. Within the <i>county</i> . . . . .     | .45.8 |
| c. Outside of the <i>county</i> . . . . . | .15.1 |
| d. Outside of the state . . . . .         | 8.7   |
| e. Other (please specify) _____ . . . . . | 5.3   |

8. How long has your company been operating in this community?

- |                                 |       |
|---------------------------------|-------|
| a. Less than one year . . . . . | .12.5 |
| b. 1-4 years . . . . .          | .45.5 |
| c. 5-10 years . . . . .         | .13.3 |
| d. More than 10 years . . . . . | .28.7 |

9. What have been your business ACTIVITIES for the past 2-3 years?  
(Please indicate yes or no for each item below.)

- |   | Yes   | No   |
|---|-------|------|
| a. Expanded in present location . . . . .             | 4.4   | 95.6 |
| b. Changed business address in city . . . . .         | .22.2 | 77.8 |
| c. Opened an operation in another community . . . . . | 6.7   | 93.3 |
| d. Closed a business . . . . .                        | .35.2 | 64.8 |
| e. Changed the mix of goods and/or services . . . . . | .38.1 | 61.9 |
| f. Reduced goods and/or services . . . . .            | .42.0 | 58.0 |
| g. Added employees . . . . .                          | .33.3 | 66.7 |
| h. Reduced the number of employees . . . . .          | .15.0 | 85.0 |
| i. No change . . . . .                                | .24.1 | 75.9 |
| j. Other (please specify) _____ . . . . .             | .15.1 | 84.9 |

10. What are your business PLANS for the next two to three years? (Please indicate yes or no for each item below.)

- |  | Yes   | No    |
|--|-------|-------|
| a. Expand in present location . . . . .              | 4.7   | 95.3  |
| b. Change business address in city . . . . .         | .46.5 | 53.5  |
| c. Open an operation in another community . . . . .  | .23.3 | 76.7  |
| d. Close a business . . . . .                        | 9.3   | 90.7  |
| e. Change the mix of goods and/or services . . . . . | 0.0   | 100.0 |
| f. Reduce goods and/or services . . . . .            | .16.3 | 83.7  |
| g. Add employees . . . . .                           | .26.4 | 73.6  |
| h. Reduce the number of employees . . . . .          | .13.3 | 86.7  |
| i. No change . . . . .                               | .60.0 | 40.0  |
| j. Other (please specify) _____ . . . . .            | .24.4 | 75.6  |

CIRCLE ONE NUMBER FOR EACH QUESTION  
(Unless Instructed Otherwise)

11. Most of your customers come from:

- |  |       |
|--|-------|
| a. <i>City</i> . . . . .   | .45.0 |
| b. Elsewhere in <i>county in which the city is located</i> . . . . . | .50.0 |
| c. Outside the <i>county in which the city is located</i> . . . . .  | 5.0   |

12. How much of your business comes from outside of the *City*?

- |   |       |
|---|-------|
| a. Hardly any (less than 10%) . . . . . | .15.1 |
| b. Some (10-30%) . . . . .              | .14.9 |
| c. Quite a bit (30-50%) . . . . .       | .45.0 |
| d. A great deal (50% or more) . . . . . | .25.0 |

13. The important reason(s) people (or other businesses) buy from your business is (please indicate yes or no for each item below):

- |  | Yes   | No   |
|--|-------|------|
| a. Price . . . . .                                     | .85.3 | 14.7 |
| b. Selection . . . . .                                 | .35.6 | 64.4 |
| c. Quality of product/service . . . . .                | .28.9 | 71.1 |
| d. Quality of customer service . . . . .               | .91.1 | 0.9  |
| e. Convenience . . . . .                               | .34.4 | 65.6 |
| f. Promotion/marketing of goods and services . . . . . | .16.3 | 83.7 |
| g. Store/business appearance . . . . .                 | .75.6 | 24.4 |
| h. Community/customer loyalty . . . . .                | .12.2 | 87.8 |
| i. Referred by other businesses . . . . .              | .24.1 | 75.9 |
| j. Other (please specify) _____ . . . . .              | .15.0 | 85.0 |

14. Significant competition for your business comes from the following (please indicate yes or no for each item below):

- |                            | Yes   | No   |
|----------------------------|-------|------|
| a. <i>City</i> . . . . .   | .36.7 | 63.3 |
| b. <i>City A</i> . . . . . | .45.2 | 54.8 |
| c. <i>City B</i> . . . . . | .14.4 | 85.6 |
| d. Regional mall . . . . . | 6.7   | 93.3 |
| e. Mail order . . . . .    | .22.2 | 77.8 |
| f. TV shopping . . . . .   | 4.4   | 95.6 |
| g. Other . . . . .         | 6.7   | 93.3 |

15. How do this year's sales compare to the five past years?

- |                              |       |
|------------------------------|-------|
| a. Much better . . . . .     | .22.7 |
| b. A little better . . . . . | .31.8 |
| c. About the same . . . . .  | .36.4 |
| d. A little worse . . . . .  | 6.8   |
| e. Much worse . . . . .      | 2.3   |

CIRCLE ONE NUMBER FOR EACH QUESTION  
(Unless Instructed Otherwise)

16. The following types of assistance would be helpful to your business operations (please indicate yes or no for each item below):

	Yes	No
a. Employee recruitment and hiring . . . . .	.26.7	73.3
b. Employee training and development . . . . .	.35.2	64.8
c. Sources of financial assistance . . . . .	.73.3	26.7
d. Marketing and advertising . . . . .	.14.4	85.6
e. Customer relations . . . . .	.28.9	71.1
f. Management practices/planning . . . . .	.35.6	64.4
g. Technical assistance in operations . . . . .	.4.4	95.6
h. Retail promotion . . . . .	.91.1	0.9
i. Other . . . . .	.4.1	95.9

17. The following might help improve your business operations (please indicate yes or no for each item below):

	Yes	No
a. Increased community promotion . . . . .	.51.1	48.9
b. Better transportation routes . . . . .	.35.1	64.9
c. Improved community "image" . . . . .	.24.4	75.6
d. Greater availability of financial resources . . . . .	.64.4	35.6
e. Better cooperation among area merchants . . . . .	.22.2	77.8
f. More support from Chamber of Commerce . . . . .	.23.3	76.7
g. More support from local governments . . . . .	.25.1	74.92
h. Other . . . . .	.5.1	94.9

How do you rate the following aspects of your community? (Excellent = no improvement needed; good = very little improvement needed; satisfactory = some improvement needed; fair = much improvement needed; and poor = unacceptable.)

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
18. The general appearance of:						
a. Downtown business areas . . . . .	6.8	50.0	27.3	13.6	2.3	_____
b. Residential areas . . . . .	53.3	33.3	11.1	2.2	0.0	_____
c. Industrial areas . . . . .	13.3	53.3	22.2	6.7	4.4	_____
d. Highway commercial areas . . . . .	9.1	38.6	36.4	13.6	2.3	_____
e. Other . . . . .	4.7	51.9	37.2	16.3	0.0	_____
19. Availability of customer parking . . . . .	43.2	40.9	15.9	0.0	0.0	_____
20. General attitude of local businesses toward encouraging local trade . . . . .	42.5	42.5	10.0	5.0	0.0	_____
21. Responsiveness of local government and leadership to the needs of the business community . . . . .	37.5	47.5	15.0	0.0	0.0	_____

CIRCLE ONE NUMBER FOR EACH QUESTION  
(Unless Instructed Otherwise)

	Excellent	Good	Satisfactory	Fair	Poor	Any Comments
22. Responsiveness of the <i>city</i> Chamber of Commerce to the needs of the business community . . . . .	6.8	43.2	27.3	18.2	4.5	
23. Hours of operation:						
a. Banks . . . . .	11.6	51.2	27.9	9.3	0.0	
b. City offices . . . . .	13.6	54.5	25.0	6.8	0.0	
c. County offices . . . . .	11.4	52.3	27.3	9.1	0.0	
d. Downtown retail . . . . .	13.3	53.3	22.2	6.7	4.4	
e. Post Office . . . . .	11.5	27.2	52.3	4.2	4.8	
24. Please rate the following local services:						
a. Fire protection . . . . .	21.2	51.6	20.6	4.1	2.6	
b. Police protection . . . . .	18.7	48.8	24.8	6.4	1.2	
c. Street maintenance . . . . .	14.6	52.3	24.6	5.9	2.5	
d. City planning and zoning . . . . .	13.3	46.7	27.0	10.7	2.3	
e. Building codes and enforcements . . . . .	14.5	41.9	29.6	9.4	4.6	
f. Sewage treatment . . . . .	10.3	28.4	30.2	14.3	16.8	
g. Garbage collection . . . . .	10.7	29.9	32.1	18.6	8.7	
h. Solid waste disposal . . . . .	11.1	35.6	38.5	10.8	4.0	
i. Natural gas . . . . .	16.7	44.7	26.2	8.2	4.1	
j. Electricity . . . . .	15.8	42.5	28.9	7.9	4.9	
k. Telephone . . . . .	17.2	31.4	16.0	4.1	0.8	
l. Water . . . . .	16.8	33.5	15.8	4.5	1.2	
25. Should one evening a week be set aside for businesses to remain open in <i>city</i> ?						
						Yes    No 83.7   16.1
26. Which night do you suggest businesses stay open in <i>city</i> ? (Circle only one number.)						
a. Monday . . . . .					1.6	
b. Tuesday . . . . .					2.0	
c. Wednesday . . . . .					14.6	
d. Thursday . . . . .					29.2	
e. Friday . . . . .					21.3	
f. Saturday . . . . .					31.2	
g. Sunday . . . . .					0.0	
27. Would you support a city sales tax pledged to reducing property taxes?						
						Yes    No 43.0   57.0

**CIRCLE ONE NUMBER FOR EACH QUESTION**  
(Unless Instructed Otherwise)

28. Regarding the future economic growth of *City* how important are the following efforts (please answer each item below):

	Not Important	Somewhat Important	Important	Very Important
a. Attracting new industry . . . . .	59.8	30.1	10.1	0.0
b. Attracting new retail business . . . . .	18.9	35.2	40.3	5.6
c. Attracting new service business . . . . .	29.9	30.4	35.2	4.3
d. Attracting tourism . . . . .	0.5	4.2	5.1	90.2
e. Supporting and expanding existing business and industry . . . . .	94.7	3.1	2.0	0.2
f. Assisting start-up businesses . . . . .	3.9	2.1	3.1	90.9
g. Other . . . . .	88.1	1.5	2.4	6.9

29. My business is located here because (please indicate yes or no for each item below):

	Yes	No
a. Transportation center . . . . .	.18.8	81.2
b. Purchased existing business . . . . .	.53.9	45.7
c. Low tax rate . . . . .	.26.0	74.0
d. Familiar with area . . . . .	.92.0	8.0
e. Customer base . . . . .	.67.0	33.0
f. Cost of labor . . . . .	.43.0	57.0
g. Close to distribution of products . . . . .	.83.7	16.1
h. Close to suppliers . . . . .	.73.3	26.7
i. Small town atmosphere . . . . .	.34.9	65.1
j. Hometown . . . . .	.47.7	52.3
k. Family business . . . . .	.80.1	19.9
l. Potential for growth . . . . .	.81.2	18.8

30. Are there adequate areas available in *City* for future business and industrial expansion?

Yes    No  
10.1   89.9

31. Are there adequate areas for housing expansion?

Yes    No  
27.3   72.7

32. Do you belong to the *City* Chamber of Commerce?

Yes    No  
64.1   35.9

If no, why not \_\_\_\_\_  
\_\_\_\_\_

CIRCLE ONE NUMBER FOR EACH QUESTION  
(Unless Instructed Otherwise)

33. Do you belong to the Local Economic  
Development Organization?

Yes	No
20.9	79.1

34. Would you be willing to work on a com-  
mittee to improve business/industry in  
*city*?

Yes	No
51.4	79.1

35. Which goods and/or services not current-  
ly provided in *city* are needed to  
strengthen the local business economy.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Thank you.

***Steering Committee Liaison--***

***Survey results for your community go here.  
Get them from the data coordinator.***





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## **STRATEGIC PLANNING SESSION DAY 3 AGENDA**

- I. Opening Remarks–Review steps in process to date
- II. Task Force Reports
- III. Discussion–Add, delete, revise
- IV. Agreement/Consensus on Plan
- V. Next Steps
  - A. Town Hall Meeting
  - B. Follow-Up Meeting

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